Report On

# Competency Framework for Supply Chain Department of Epyllion Group

An internship report submitted to the BRAC Business School in partial fulfillment of the
requirements for the degree of
Bachelor of Business Administration

Internship Report
Course Code: BUS400

Submitted to

Md. Shezanur Rahman

Lecturer

BRAC Business School

Submitted By

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ID: 15304056

## Declaration

It is hereby declared that

1. The internship report submitted is my/our own original work while completing degree at BRAC University.
2. The report does not contain material previously published or written by a third party, except where this is appropriately cited through full and accurate referencing.
3. The report does not contain material which has been accepted, or submitted, for any other degree or diploma at a university or other institution.
4. I/We have acknowledged all main sources of help.

**Student's Full Name & Signature:**

_____

**Israt Jahan Akhi**
ID : 15304056

**Supervisor's Full Name & Signature:**

_____

**Md. Shezanur Rahman**

Lecturer, BRAC Business School

BRAC University

## Letter of Transmittal

31st August, 2020

Md. Shezanur Rahman

Lecturer,

BRAC Business School

BRAC University

66 Mohakhali, Dhaka-1212

Subject: Submission of Internship report.

Dear Sir,

I am pleased to present you my internship report entitled 'Competency Framework for Supply Chain Department for Epyllion Group. I have completed my internship from Epyllion Group. During this internship time, I have worked with utmost commitment and tried my best to meet the needs of the course and to obey all the instructions my supervisor provided in preparing the study. It also really helpful to me as it give me an insight to the actual corporate world and I am sure it will enable me to succeed in future in my career.

Moreover, I would like to express my gratitude towards you for your guide and feedbacks that helped me to put together the whole report.

Sincerely yours,

_____

Israt Jahan Akhi

Student ID- 15304056

BRAC Business School

BRAC University

## Non-Disclosure Agreement

This agreement is made and entered into by and between Epyllion Group and the undersigned student at BRAC University, Israt Jahan Akhi, ID-15304056.

## Acknowledgment

At the very beginning, I wish to express my deepest gratitude to Almighty Allah for giving me the strength and composure to finish my internship report successfully.

Successfully completing any kind of report involves support from a variety of individuals. I also took assistance from various people in preparing this report. Now, there is a bit of effort to give the helpful person my deep appreciation.

I am really grateful to my internship supervisor Md. Shezanur Rahman, lecturer, BRAC Business School, BRAC University for being there every step of the way. He guided me properly and helped me by giving valuable solutions to solve any kind of problem I have faced during the internship period. Without his guidance and valuable feedbacks, I would not be able to complete the report.

Moreover, I would like to express my gratitude to Ms. Parveen Huda- HR consultant, for guiding me throughout the whole internship period. Under her guidance, I have learned different HR related tasks and also helped me to overcome any difficulties if I faced any during work.

Last but not the least, I would like to thank all my colleagues for being helpful and cooperative. They all created a helpful and friendly environment that helped me to get along with them easily.

# Executive summary

Epyllion Group began its journey as a Readymade Garments (RMG) corporation engaged in manufacturing and export of knit apparels since 1994 and is considered one of the biggest conglomerates today with significant rear connection to all sorts of knit clothing, textile parts, wet processing and garments accessories.

My main responsibility as an intern in Epyllion Group was to assist my supervisor in her research work 'Competency Framework'. A competency framework is a model that clearly describes the blueprint for 'excellent' success within an organization or industry. It is comprised of three components- Core Competency, Core Values & Functional or Role specific competencies. This competency framework will use for every department of Epyllion Group. There are different findings has been found out during the research about this topic 'Competency Framework'. The most important findings is how this framework helps employees of the company to improve their performance by decreasing their lacking. Also, the process of developing competency framework, competency scale for every level of the company, competency framework for Epyllion Group and the output of supply chain department of Epyllion Group from different workshop about competency framework. These are the key findings of my internship report.

More information about company, competency framework, my responsibilities in the company, findings etc. are given in further chapters.

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# List of Acronyms

RMG        Ready Made Garments

KSA        Knowledge, Skills & Attitudes

PI         Purchase Inquiry

PR         Purchase Request

KPI        Key Performance Indicator

ICT        Information & Communication Technologies

EOQ        Economic Order Quality

ERP        Enterprise Resource Planning

CDA        Confidential Disclosure Agreement

HR         Human Resource

IT         Information Technology

AOA        Agreement of Agriculture

FDI        Foreign Direct Investment

US         United States

EU         European Union

ISD        International Subscriber Dialing

NWD  Nation Wide Dialing System

OPIC  Overseas Private Investment Corporation

GDP  Gross Domestic Product

UN  United Nations

UNGC Unites Nations Global Impact

QA  Quality Assurance

SOP  Standard Operating Procedure

COC  Code of Conduct

# Chapter one

# Overview of Internship

# Chapter 1

# Overview of Internship

## 1.1 Student Information

I am Israt Jahan Akhi, ID- 15304056, from the BRAC Business School (BBS) department. My major is finance Human Resource Management (HRM) minor. I have done my internship from Epyllion Group in Spring 2020 session. My topic was 'competency Framework of supply chain department of Epyllion Group.

## 1.2 Internship information

### 1.2.1 Period, Company Name, Department/Division, Address

I had the chance to do my internship at Epyllion Group (Address: H/n- 227/A, Ninakabbo, level-10, 12, 13; Bir Uttam Mir Sarak, Dhaka-1208) after completing all the academic courses. My internship period was 1st March to 1st May, 2020. I was assigned to work in the HR Department.

### 1.2.2 Internship Company Supervisor's Information

I am grateful to have the opportunity to work as an intern at Epyllion Group where I was supervised by Ms. Parveen Huda- HR Consultant. I used to help in her research work 'Competency Framework. She has been directing me from the very start of my internship.

### 1.2.3 Job scope- Job description/Duties/Responsibilities

My main job responsibility in Epyllion Group as an intern was to assist my supervisor in her research work 'Competency Framework'. From starting to the end I was in HR department of Epyllion Group. Research work starts with supply chain department. These works related with research was new for me. My supervisor helped me a lot to overcome all problems which I faced during working. Also, before giving any new task she shows me how to do the tasks properly. At first, my supervisor gives me the job description of the employees of supply chain department and asked me to find out which job responsibility fall under which competencies. I love all the assignments because I get to learn many new things from the assignments.

## 1.3 Internship Outcomes

### 1.3.1 Student's contribution to the company

The whole time of my internship period, I assist my supervisor in her research work 'Competency Framework'. The Competency Framework provides the requisite expertise, skills and characteristics for individuals within an organization. My main job responsibility in Epyllion Group as an intern was to analysis job description of employees of every department and find out which responsibilities fall under which competencies. By doing this types of work I get to learn many new things. I learned what type of responsibilities are hold by different employees like- senior manager, general manager, assistant manager, senior executive, executive etc. also I learned how to analysis job description of employees in an organization. One more important task I did which is note taking. When my supervisor did meeting with other department, another organization. I used to take notes which was helpful for my supervisor in next meeting to remember any key notes.

## 1.3.2 Benefits to the student

During my internship time, I have learned many things by doing different types of tasks, which will be helpful in my future career. I have joined in a garments company named 'Epyllion Group'. There I worked in the HR department; my minor was in Human Resource Management (HRM) and major was in Finance. So, I can apply different knowledge of HR in my workplace.

My main responsibility in the company as an intern was to analysis job description of every employees of different department and helping my supervisor in different tasks whenever she trained employees to develop competencies to improve their performance. Here, I can relate the learning from **Human Resource Management (MGT301)** where I learned about job description, how to write, and analysis. Also, I can relate the learnings from **Training and Development (MGT423)** where I learned about different types of training session.

## 1.3.3 Problems/Difficulties

Main problem which I faced at the time of my internship period is the big pandemic called 'Coronavirus'. For this pandemic the management of the company told every employee to work from home which was good for everyone's safety but in many cases, work from home has different negative side too. I also face various problems when I start to work from home like-

- ➤ **Maintaining time-** I face problem in maintaining time because in office there is a just time like 9 to 5 or 10 to 6, so I have to finish my work in that time but in home there is no just time for work, whenever my supervisor called me or mailed me to do any tasks I have to sit before computer and finish those tasks whatever the time was.
- ➤ **Limitation of Data-** I started my internship in March 1, 2020 and in March 15, 2020 my supervisor told me from the next day I have to work from home because of this pandemic. I got very less time to collect data from office. Collecting data for my internship report was very much painful work for me. I used to mail employees or call them to receive

information, sometime they were not available or I could not connect with them properly. I have to work very hard for this current pandemic situation.

## 1.3.4 Recommendations

There is a tendency in our generation to avoid RMG sectors job, maybe there are reasons like-less salary, no such goodwill like other sector job etc. but after doing internship in Epyllion Group my thinking about RMG sector has been changed. There are many things a person can learn by working in this sector. An intern can learn different corporate world related things like-communication skills, corporate etiquette, gathering information etc. they are also very much concern with their employees safety issues so they have their own transportation facilities. In this current pandemic situation they told their employees to work from home, it will be paid leave which is truly appreciable. Lastly, I would like to suggest that some seniors or supervisors should more friendly with their new employees or intern and organize different training session so that interns can improve their skills before entering into the corporate world.

# Chapter Two

## Overview of Epyllion Group

## Chapter 2

## Organization Overview, Operations and a Strategic Audit

## 2.1 Overview of the Company

A self-sustaining planet 'globe 'which Epyllion Group call home. It could be an accommodation they know personally. Over the past two decades, Epyllion Group has come up with their attempt to divulge human soul for concordant development of planet, counting whole bit environment. They have made a strong bond of partnership between themselves by which they achieve unique and fruitful state of expressions arrangements to adapt, advance and actualize plans for the ever changing world through these exceptionally efforts and untiring efforts of their customers to get it the vision and purpose of their customers. The Epyllion Group's goods represent the world, which includes Europe, America, Africa & Asia, from east to west. It was conceivable for the world to experience the one-of- a-kind potential of Epyllion's drugs to transform the lives of otherwise ordinary people into nearby abilities through entering Epyllion individuals. This is also a crucial subject in their analysis of the strategy. Continuations of saddling their creative angle have ensured that they are and will remain for a long time and past as shape breaker and fruitful one.  (EPYLLION Group; a house of Textile, Readymade Garments)

Since 1994, Epyllion Group started its journey as a home of Ready Made Garments (RMG) engaged in the manufacture and trade of knit apparels and now has been regarded as one of the largest combinations with a significant base of its reverse linkage of all kinds of knit garments, textiles, wet processing and accessories for garments. It vertically coordinates clothing manufacturing office articles with the state of craftsmanship, which guarantees buyers one stop profit. For a number of popular brand apparels in Europe, USA & Australia, we have established

ourselves as a vital item of clothing manufacture. The different branches of the Epyllion Group are- (EPYLLION Group; a house of Textile, Readymade Garments)

1. **Divisions of Garments -**
   - Dekko Knitwears Limited (DKL)
   - Epyllion Style Limited (ESL)
   - Dazzling Dresses Limited (DDL)
   - Epyllion Knitwears Limited (EKWL)

2. **Underdeveloped Linkages-**

   - Accessory Unit- Epyllion Limited (EPL- Accessory Hub), Epyllion Limited (EPL-C & F).
   - Textile Unit- Epyllion Knitex Limited (EKL), Epyllion Fabrics Limited (EFL).
   - Washing Unit- Epyllion Washing Unit (EWL).
   - Testing Laboratory- Epyllion Testing Lab Limited (EKLL).

3. **About Real Estate-**
   - Nina Holdings Limited (NHL).

4. **Unit for Food and Beverage -**
   - Epyllion Food and Beverage Limited (EFBL).

5. **Company for Retail -**
   - Epyllion Holdings Limited (EHL).

Epyllion Group got to be the title of way of life of its work force, providers and buyers because it stands nowadays. Epyllion Group continually plays a notable role in its each action by ensuring the atmosphere for the more prominent dedication and care and has gained a notorious reputation among the green corporate houses. Because of the Epyllion Group's manpower, these accomplishments of our own winning are set at their correct places agreeing to their worth and encouragement. (EPYLLION Group; a house of Textile, Readymade Garments)

## Vision

A window through which all their connecting parties can see and feel their hope & dream about their victory is to end the vision of the Epyllion Group. They will end up with a way of life for their staff, vendors, and customers and above all, a part of a green corporate house that can be valued as an icon brand within the nation could end demonstrating. (EPYLLION Group; a house of Textile, Readymade Garments)

## Mission

Their goal is to be recognized as a material whose human assets are the primary driving force. Epyllion has begun to walk towards its eminence of victory with such a strong, skilled and competent workforce, which is not the advantage but to enjoy the happiness of life. (EPYLLION Group; a house of Textile, Readymade Garments)

## Core Philosophy & Ethical Views:

There are 3 core philosophy of Epyllion Group which are-

- ✓ Human Spirit
- ✓ Practice for Responsible Business and
- ✓ Environmental Security.

The Epyllion Group is defines as a material whose human capital are the primary driving constraint. Human assets play an imperative part in their victory within the community structure. (EPYLLION Group; a house of Textile, Readymade Garments)

The difficulties of plans are over-enabled and transform into conceivable results through the mutual inner soul of Epyllion Group individuals and administrators. The seniors maintain a shared state of mind over the units to ensure that each of the employees is strongly convinced

and locked in to see him or herself in the huge picture and contributes adequately to the group's culture. The company recognizes that it is not producing & transmitting high quality, solid safe products and administrations to consumers, but also giving them a sense of confidence that produces a deep subjugation between them. The company retains and will draw out the vision and purpose to remain for all those who are connected with it through the cooperation of deeply motivated and skilled employees; as the source through which dreams come true. Epyllion has started to walk towards its wonderfulness of victory with such a convinced, deeply talented and skilled staff, which is not the advantage but to enjoy the delight of life. (EPYLLION Group; a house of Textile, Readymade Garments)

# Code of Conduct/ Ethical Norm:

1. **Observance of all rules & regulations:**

   All laws & instructions of the nation where it resides and verified worldwide customs should be complied with by the Epyllion Group. (EPYLLION Group; a house of Textile, Readymade Garments)

2. **Child Labor Prohibition:**

   No worker under the defined age restricted by local law should be enrolled in the Epyllion Group. (EPYLLION Group; a house of Textile, Readymade Garments)

3. **Hours of Work:**

   The business does not ask employees to work longer than the normal & extra hours required by the Bangladesh Labor Act, 2006 & Bangladesh Labor Laws, 2015. The regular work week should not exceed 48 hours and for each seventh calendar day, laborers should be given at least 1 day off. Specialists will work up to 10 hours a day in Epyllion, and extra work week does not exceed 12 hours. Since the entire working hours such a worker do not exceed 60 hours per week, and may not exceed 56 hours per week per year on a regular basis. All additional work time could be deliberate. On a normal basis, Epyllion Group does not ask for extra minutes & should not pay for all additional minutes of work at the rate of twice the standard rate of necessary wages of the worker. (EPYLLION Group; a house of Textile, Readymade Garments)

# Code of Ethics for Industry:

1. **Practices of Anti-Corruption:**
   - They refuse the offer or acknowledgement of a bribe on any part of an installment in any system, or the use of other courses & techniques to provide other relevant parties with improper benefits. (EPYLLION Group; a house of Textile, Readymade Garments)

2. **The Company must be clear of all political Affiliations:**
   - For any political advantages, assumptions, circulations or any exercises relevant to legislative matters, no group assets can be used. (EPYLLION Group; a house of Textile, Readymade Garments)

3. **Links to Data & Information:**

   By certifying the correct assurance and stable the same, Epyllion Group will ensure the approach to its data & Information.
   - Monetary Data; not open by common clients and can as it were be gotten to by assigned people of the organization.
   - Lawful and common data; all lawful and common data ought to be effectively open by both inner and outside parties. (EPYLLION Group; a house of Textile, Readymade Garments)

# Code of Conduct for Workers:

1. **Health and Safety:**

   Workers should wear or utilize fitting individual defensive equipment's (PPE) whereas working in work environment. (EPYLLION Group; a house of Textile, Readymade Garments)

2. **Corruption & Anti-Bribery:**

   Epyllion Group disallows any bribe, whether cash or other assignment or profit, to or from any person or company. (EPYLLION Group; a house of Textile, Readymade Garments)

3. **Disclosure of Official Information:**
   - The representative shall ensure the privacy and security of data gathered in his/her business relationships with associates and third parties. (EPYLLION Group; a house of Textile, Readymade Garments)

4. **Press or Media Voice:**

   No employees should contribute to any newspaper, radio, TV or any association or be able to open or transmit any archive paper or company data. (EPYLLION Group; a house of Textile, Readymade Garments)

## Major Clients:

There are many clients of Epyllion Group with whom they are running their business. Some of the major clients are- (Amrine, 2017)

- C & A
- G- Star
- Celio
- Marks & Spencer
- H & M
- Espirit

## Organization Design of Epyllion:

Epyllion is taking after a blend of Bureaucratic model of organization and H- form organization. Bureaucratic demonstrate is a perfect approach to organizing organizations establish on a sound set of rules and methods. The most characteristics of this show are clear division of labor, reliable rules, packing order of positions, generic quality, work and progression based on specialized mastery. This demonstrate upgrades productivity, rationale, and soundness in expansive organizations like Epyllion. On the other hand, this lead to firmness and unbending nature, which moderate choice making and create a common failure to reply to fast changes or emergencies. (Amrine, 2017)

The H-form organization (H stands for hybrid), in some cases called an aggregate, depends freely on item departmentalization with the different items constituting distinctive businesses. The H-farm plan is utilized to actualize a procedure of irrelevant expansion. The most points of interest are H-form plans permits the organization to secure itself from patterned variances in a single industry, and the organization can purchase and offer its person businesses with small or no disturbance to those that stay. On the negative side the ordinary H-form organization is likely to attain as it were average-to-weak money related execution. Epyllion has distinctive irrelevant businesses like articles of clothing, genuine domain, nourishment and refreshment and retail trade etc. their organization plan falls beneath H-form organization as well. Most organizations utilize plans that are half breeds of the organization plans or we will say blend of plans. The key point to remember is that there is no best plans for all organizations. Each organization needs to survey its claim methodology, quality and shortcomings, history, innovation, environment, life cycle and measures; select a plan to oblige those components; and tailor the plan to fit its claim specific needs. Agreeing to the mission, vision, objectives, values and procedure Epyllion set its organization plan. (Amrine, 2017)

## Outsourcing in Epyllion

Now Epyllion just outsource their employee's insurance policy as they consider it not a regular HR department task. They have plans to outsource the recruitment process in future. (Amrine, 2017)

## Board & Management:

The overall management of the company is split down into members of the Executive Board & Management Committee (MANCOM). In policy matters and decision-making, members of the

Executive Board are involved. MANCOM is made up of seven senior executives responsible for the production and assessment of implementation strategies. In both corporate & sub-business units as a whole, they also have their eyes on the image of management. This team guarantees that neighborhood employees are secure with their well-being. The Board's Representatives - (EPYLLION Group; a house of Textile, Readymade Garments)

- o Chairman
- o Managing Director
- o Directors.

## 2.2 Management Practices

Epyllion Group defined HR policy or values. These common principles have a powerful influence on the organization's individuals and govern how they dress, behave and conduct their occupations. A few major organizational culture of Epyllion are- (Amrine, 2017)

1. **Sharing Attitude:**
   The inconceivability of proposals is over-engaged and transforms into imaginable results through the mutual internal soul of Epyllion Board Members and Administrators. In order to ensure that each of the members is sincerely empowered and locked in to see him or herself in the huge picture and participates in the same way, the seniors maintain a mutual demeanor over the units. (Amrine, 2017)

2. **Strong Client Bonding:**
   The group recognizes that it is not like delivering and supplying clients with high quality, solid safe goods, and administrations, but also allowing them the sense of confidence that develops a deep subjugation among us. (Amrine, 2017)

3. **Developing Leadership Skills:**
   Each person who needs to be a corporate tall level official must be a pioneer. The key to truly successful administration lies in acing a wide extend of aptitudes from actualizing and administrating forms to motivating others to attain fabulousness. In Epyllion, everybody who works for it, gets plentiful openings to ended up a pioneer & a tall level

corporate official by the exceptionally nature of its day to day working strategies. (Amrine, 2017)

4. **Teamwork:**

Through the cooperation of highly motivated and professional workers, the Epyllion Group is maintained and will continue its vision and goal to remain as the source from which dreams come true for all those linked to it. With such a motivated, highly trained and professional workforce, Epyllion has begun to march towards its glory of accomplishment, which is not a benefit but a joy of life. (Amrine, 2017)

## Organizational Hierarchy

The management of the Epyllion Group shall be composed of a team of professionals under the direct guidance of the Managing Director, Director and Heads of Department for each division. (Amrine, 2017)
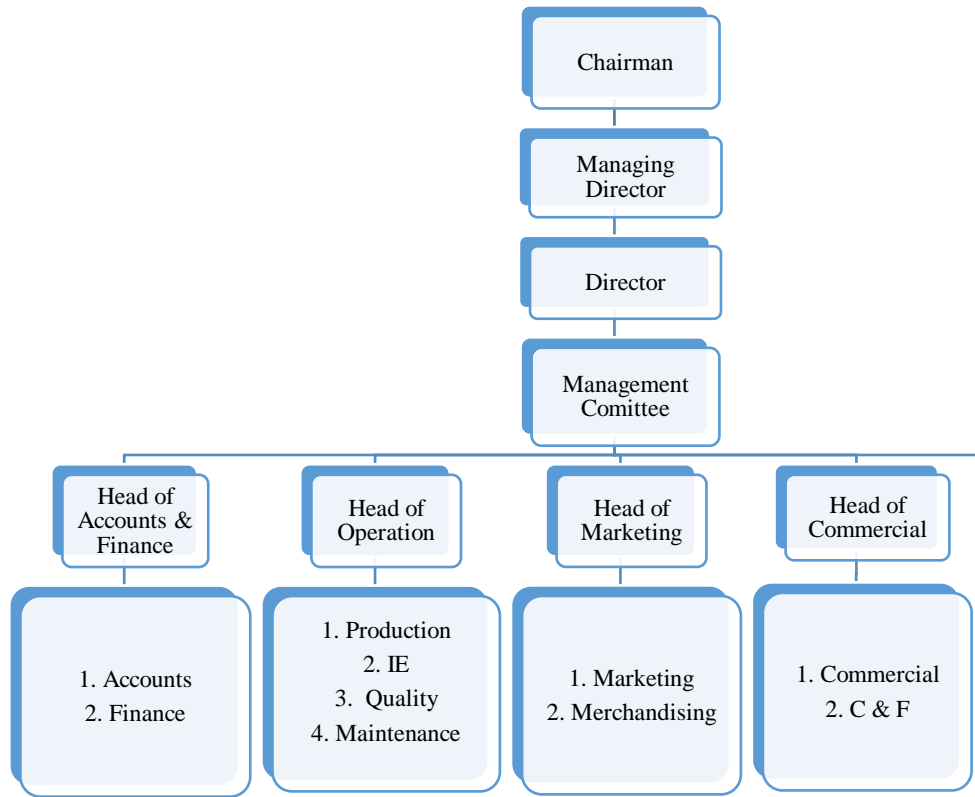
*Figure 1: Organogram of Epyllion Group*

From the Epyllion Group community organogram we can see that they have a tall system of organizations. A high organizational structure has several management levels between the executives and the staff on the floor or front line. The command chain runs from top down. The larger the organization, the greater the hierarchy will expand and the more complex the knowledge flow between layers will become. (Amrine, 2017)

The benefits of a high structure lie in transparency and supervisory power. The short monitoring duration allows the workers to be supervised closely. Tall systems have consistent, distinct layers of explicit task and control lines, and a simple promotional process. Challenges start when a structure gets too tall. To get through all the stages, contact begins to take too long. Such communication problems impede decision-making and hamper growth. RMG workers in Epyllion are their main human capital, since they are a big production-oriented company with lots of manufacturing plants. In order to negotiate with the garment workers, Epyllion must

follow the framework of tall organizations. But this is a more costly system and contact gap is a big problem in this framework.  (Amrine, 2017)

## 2.3 Competitive Analysis

**SWOT Analysis of Epyllion Group:**

Over a short period of time the Bangladesh Ready Made Garments Industry achieved tremendous success. The textile industry has become Bangladesh's principal export source and main producer of GDP. But the global business climate for the apparel and clothing industries is in transition and will change at the competition of the phasing-out limit. The transition in global trade will create new challenges for the RMG industry in Bangladesh. (SWOT ANALYSIS EPYLLION GROUP, 2016)

The following study of strength, weakness, opportunities and threats (SWOT) summarizes the Epyllion Group competition hypothesis in a concise manner.  (SWOT ANALYSIS EPYLLION GROUP, 2016)

**Strength:**  (SWOT ANALYSIS EPYLLION GROUP, 2016)

- Labor expenditure is poor.
- Low energy price.
- Easily available infrastructure such as shore, rail, river and air transport facilities.
- The FDI is approved by statute.
- Talks are on and seem to be on an encouraging course, looking forward to the excess duty-free US.
- Insurance and finance policies operable by OPIC (Overseas Private Investment Corporation, USA).
- Epyllion is a member of the Protection & Security initiatives Multilateral Investment Guarantee Agency (MIGA).

- Excellent e-mail, telephone, fax, ISD and NWD and cellular telecommunications network.
- English is widely spoken which makes communication simple.
- Currency weakness vs. dollar/euro and the situation will continue to benefit exporters.
- Bank interest 7% on export financing.
- Convenience of custom bonded warehouse with duty free.
- Readiness of new units to upgrade structures and build infrastructure in line with product development and speedy response to circumstances.
- The caretaker government does away with corruption in the region.

**Weakness:** (SWOT ANALYSIS EPYLLION GROUP, 2016)

- ❖ Long time lead.
- ❖ Inadequate marketing tactics.
- ❖ That country lacks imagination.
- ❖ Absence of middle-management conveniently on hand.
- ❖ Small number of fabrication processes.
- ❖ Low Consent: there is an international advocacy organization to compel social consent compliance by local producers and government. The US GSP has been cancelled and US & EU transactions will be substantially reduced.
- ❖ In most industries, the machinery needed to determine the addition of a garment or to increase competence is missing.
- ❖ Practically all investors' autocratic approach.
- ❖ Fewer clothing and garment manufacturing facilities.
- ❖ Sluggish blending process, backwards or forward.
- ❖ Incompetent ports, difficult entry/exit and it takes a lot of time to load/ unload.
- ❖ Offer pace to the money culture.
- ❖ Custom clearance is time-consuming.
- ❖ Unreliable delivery/QA/Product know-how value.
- ❖ Communication distance created by a lack of English skills.
- ❖ Are prone to natural disasters.

❖ In most industries, the machinery needed to determine the addition of a garment or to increase competence is missing.

❖ Lack of factory workers, supervisors and managers training organizations.

❖ Practically all investors' autocratic approach.

❖ Fewer clothing and garment manufacturing facilities.

**Opportunity:** (SWOT ANALYSIS EPYLLION GROUP, 2016)

✓ The EU is willing to largely develop the industry as an option for China, especially for knits, including sweaters.

✓ Bangladesh is a member of the Least Developed Countries to which the United States is committed to enhancing trade in exports.

✓ Prearranged clothing is an option when trained technicians are available for training, as labor and energy costs are minimal.

✓ For the promise of FDI, foundation ladies' clothes are essential because both technicians and highly established machinery are required for enhanced skills and development.

✓ They buy hand-held textiles, home furniture and clothing as usual, to be noticed in Japan. This section can be promoted and expanded with continuous quality enhancement.

✓ The port of Chittagong will be handed over to the foreign operator, making the service of the port much faster, lowering the lead-time and reducing the overall cost.

✓ Bangladesh is improving its political stability, making international trade far smoother and promoting more foreign buyers.

**Threat:** (SWOT ANALYSIS EPYLLION GROUP, 2016)

o As it has relatively high labor efficiency and more capital-intensive advanced technologies and less lead time due to its relative advantages in sourcing local raw materials such as fabrics and various RMG accessories, China is most likely the biggest threat to Bangladesh and Epyllion.

o China also has relatively improved infrastructural infrastructure, such as the availability of electricity, transport and telecommunications.

<span style="color:red">o Under the AOA act (Agreement of Agriculture), several African and Caribbean countries have enjoyed zero tariff facilities, allowing them to be more competitive than Bangladesh.</span>

## 2.4 Conclusions

A well-designed organization helps anyone doing her or his job effectively in the business. It provides an atmosphere in which people can operate effectively. The Epyllion is one of Bangladesh's corporate conglomerates. Epyllion's efficiency, competitiveness and overall business success rely heavily on its organization. We know that most problems around efficiency and performance can be traced to bad organizational design. Bad organizational design also leads, inter alia, to misunderstanding of roles, a lack of communication between functions and a lack of sharing of ideas. Because of bad organizational design, a company may have a strong goal, talented people, and great leaders and yet not perform well. In order to be successful, Epyllion's overall organization design needs to comply with its business strategy and the market environment in which it operates. Epyllion also needs to have the right controls on market, the right versatility, the right benefits, the right people and the right tools. The success and growth of Epyllion Group indicates that they have a strong organizational design, but Epyllion needs to create a new organizational design with an over-changing market environment and high competition.  (Amrine, 2017)

## 2.5 Recommendations

While Epyllion has good business growth with some significant milestone, there are areas where they need to concentrate on sustainability and competitive advantage. Epyllion may consider redesigning a significant part of their organization as the business climate changes rapidly and organizational design in a phase that is ongoing. Some recommendations for Epyllion Group are-  (Amrine, 2017)

1. **Introduce Flat Structure:**

   Epyllion currently maintains a tall corporate framework that will be a weak point in the immediate future as the nature of the company is evolving rapidly. Epyllion should adopt a flat organizational structure, as this contributes to higher levels of morale and productivity among employees. A tall structure is more hierarchical, centralized organization or mechanistic method, various levels become active in daily activities, and more impersonal decision-making appears. It's also costly considering the number of managers involved. On the other hand, Epyllion's flat organizational structure would shorten five more administrative tasks for relatively few managers and coordination chain and be free of hierarchical control. The flat structure after lowers expenses, as it needs fewer executives. (Amrine, 2017)

2. **Distributing Authority:**

   Everyone in the company needs to have a certain amount of authority, from top to bottom. Distributing Authority is a major building block of corporate structuring. Organizational authority is the right in a position and, by it, the right of the individual who holds the role to exercise discretion when making decisions that impact others. Authority is power which the institution has legitimized. To delegate authority in an organization means; to grant employees the power of decision. Epyllion needs to grant workers decision-making authority from top to bottom. Particularly for front-line workers who are dealing with distributors, customers, suppliers and so on. This will offer a sense of accountability to the organization's workers. (Amrine, 2017)

3. **Outsourcing:**

   Effective companies do their work in-house and outsource the rest to third parties who are experienced in such operations. Businesses all over the world are using outsourcing to reduce their business costs. Cost-cutting, however, is not the only advantage of outsourcing, or the only reason why corporations pursue strategic outsourcing partners. When done correctly, outsourcing helps companies increase the productivity and quality of their company processes, encourage them to deliver better customer solutions, enhance their ability to develop and execute new strategies and initiatives and produce more income.

HR outsourcing is the mechanism by which human resource roles are subcontracted to an external supplier. Epyllion needs to concentrate on outsourcing some of its HR roles, such as recruiting and selection; employee assistance and counselling services; temporary staffing etc. some of the benefits include cost savings, productivity, the growth of staff, the ability to collaborate with experts, allowing the company to concentrate more on its core business and strategy. (Amrine, 2017)

4. **Emphasis on IT:**

IT stimulates creativity, and creativity is the road to success for companies. The nature of business is increasingly evolving with the use of advance IT systems. Epyllion should put greater focus on its IT division to cope with the rapid changes in the market. IT is a blessing as it helps to quickly exchange knowledge, communicate with the worlds, the client, the provider and the supplier. Development of various software, such as modern payroll HR software, performance appraisal; will bring greater business success to Epyllion. (Amrine, 2017)

5. **Motivation and Reward:**

To inspire workers to perform better, Epyllion must put importance on its incentive scheme. They should empower the company to maintain the successful employee on an ongoing basis and will turn around. Epyllion must also offer greater priority to the training and development program. (Amrine, 2017)

6. **Build a learning organization culture:**

The only way to build and retain a competitive edge in today's competitive, rapidly changing global marketplace is to create a "learning organization." In order to remain significant, businesses can no longer rely on conventional competitive advantages such as location, capital or product. Instead, they need to turn themselves into 'learning organizations.' Learning Organizations mean organizations where individuals are constantly growing their ability to achieve the outcomes they really want, where fresh and expansive thought patterns are nurtured, where mutual aspiration is set free and where individuals are constantly learning how to learn together. It's a phase that never ends. Everybody has got to learn something any day. Each generation needs to adapt and make changes in a very short time, as the world changes day by day. For survival and

success in today's world, continuous learning in thus necessary. Technological advances have a significant effect on all of our lives. Today culture is more advanced than the earlier days of the planet. (Amrine, 2017)

As it has the potential to make constant improvements, Epyllion can create a learning organization that is radically different from a conventional organization. Team learning needs to be given priority to Epyllion as team learning helps workers enhance teamwork, communication and cooperation, as well as seeing other members of the company as learning opportunities. Also a culture of self-initiated learning needs to be developed. (Amrine, 2017)

# Chapter 3

# Project Part

# Competency Framework for Supply Chain Department of Epyllion Group

## 1.1 Introduction (Background, Objective(s) and Significance

### 3.1.1 Background

A competency structure defines the knowledge, skills and characteristics needed by individuals within an organization. Each role will have its own set of skills needed to do the job effectively. Such a structure typically requires a range of competencies that are extended within the company to various occupational positions.in general terms, each competency determines competence in working conduct and this definition then sets the norm by which employees are evaluated. A system of competence is a means by which organizations communicate which behaviors are required, respected, recognized and rewarded in relation to specific occupational roles. In general, it ensures that workers have a shared understanding of the principles and desired excellent performance habits of the company. (The Competency Framework)

Competency structure provide the ability in any given role to describe what good looks like, maintaining continuity across various positions. Therefore, they encourage the company to coordinate HR activities such that a consistent measuring tool is available across the lifecycle of jobs. At the recruiting level, at performance appraisal time and for development, they are most widely used for evaluation.    (The Competency Framework)

## Necessity of competency framework in an organization:

An organization that fails to establish an expected level of excellence will be one where it will be extremely subjective to judge good, poor or excellent. Judgment will not be rational without a shared definition of decent, bad and great, and growth goals are difficult to agree on. A well-crafted framework will include a shared language that can be used by organizations, projects and individuals to review, assess and create. (Why do organisations need competency frameworks?)

It must focus on the items that would be common to all positions in the company or industry in order to keep a structure clear. Where practices and backgrounds are rather varied, it becomes difficult to define common behaviors and skills, but it can be easier to agree about what attitudes and methods within each context can be considered 'excellent'. The easiest and most versatile systems would also be those that focus on actions for example- how things are done rather than on the technical skills and expertise like what is done. Descriptions of 'how' something can be done will focus on the particulars of what can be objectively observed, and when a person shows excellence in conduct, it can be acknowledged. Therefore, by contrasting actual observation with the system benchmark, it becomes easy to measure people or projects clearly.

There are many system models, but in general, the more complex the system is, the more complicated the system will be because it must accommodate the many different permutation that will be applicable to different positions in terms of what needs to be done and what needs to be understand. This is a general structure that prefers to focus on traditional 'how' things can be done benchmarks. In supporting documents (for instance, job descriptions), organizations may need to describe skills and expertise in more detail. However, the structure is the common core and it must be accepted as the basic point of reference by all other supporting definitions or documentations. (Why do organisations need competency frameworks?)

## Components of Competency Framework:

A competency framework comprises of core values, core and functional competencies. The description of those component is given below-

### 1. Core Values:

The principles that affect the actions of people and the decisions that they make. They are the fundamental perspectives that direct the actions of one person or organization with others. The entire universe is of values, but some of them are so main, so fundamental to us that they are still the core values everyone will abide by despite the changes in culture, government, politics and technology. Core values are constant in an

ever-changing environment.   (The Competency Framework) (What are Core Values?, n.d.)

**2.  Core Competencies:**

A special skill gained or established by an organization from its founders and which cannot be easily imitated. Core skills are what brings one or more competitive advantages to a business in developing and providing value to its customers in their chosen sector. One of the most significant advantages of having core competencies is that it offers companies a better chance to be competitive for the long term.  (The Competency Framework) (WARD, 2016)

**3.  Functional Competencies:**

These type of skills are characterized by duties and responsibilities assumed for a particular role by team members. Functional Competencies range from positions in a work family to positions in job families. They are unique to every work kin. This competency can provide an organization with valuable insights into efficiency, develop successful skill-based training, and provide more precise assessments of what makes someone in a specific position competent. While all types of skills can be considered useful to a company, functional skills help with items such as enforcement, efficiency and protection.  (The Competency Framework)

## 3.1.2 Objective of the report

The primary or main objective of this report is to preparing a report on making competency framework for supply chain department of Epyllion Group. There are some specific objectives too which are included in this report. These are-

✓ To ensure that supply chain department of Epyllion Group have proper guidelines to develop their jobs.

- ✓ To identify knowledge, skills and attitude to develop a competency framework for supply chain department.
- ✓ To understand about the appropriate behavior for each level in the organization related to the competency and also identifying inappropriate behavior.

## 3.1.3 Scope and significance

This report is based on the topic 'Competency Framework for supply chain department of Epyllion Group. It reflects how competency framework applied in every department of the company though in my internship report I am specifically focus on the supply chain department. Also how it helps employees to improve their performance. Here, I got enough opportunity to work on this topic. I got huge support from my internship supervisor who helped me by providing important information and finding out the areas to work.

I have learnt many new things from internship period and have tried to written all my experience in the report. Competency Framework is a new topic for me which is related to HR and I have tried my best to put all the information in a proper way so that people can easily learn about this topic.

## 3.1.4 Limitation

During my internship time, I have faced a big pandemic called 'Coronavirus' which creates many problems in my internship. For this situation, company management took decision to start work from home for every employee's safety. When I start to work from home I faced different problems like- limitation of data, maintaining time etc. for this pandemic, I have to rely much on secondary source of information as I was not able to go to office daily and collect information by interviewing department head, talk with my supervisor face to face, participate in workshop and took important notes. Company website, profile, different journals, reports were my source for writing my internship report. Also, many aspects of Epyllion Group could not be discussed properly because there are restrictions for accessing to the internal sources. However, despite

having this pandemic situation and having little opportunity to work on the different aspects of the economy. I have tried to represent all the data in the paper.

## 3.2 Methodology

For my internship report, I have used both primary and secondary data. Both types of data makes the report more effective and comprehensive.

I have talked with my supervisor face to face for collecting information, taken interview of the head of supply chain department, taking important notes during workshop and delivering presentation about competency framework. These are the source of primary information.

The secondary source of information were company's website, profile, different journals along with other published documents of Epyllion Group.

## 3.3 Findings and Analysis (sub-chapters)

## Competency Scale

Competency Scale allow to identify the standards against which an ability can be assessed. By default, there is an ability scale set up in the system called the competency scale. This scale has three values- professional, supervisory professional and incompetent. (Core Competency Framework)
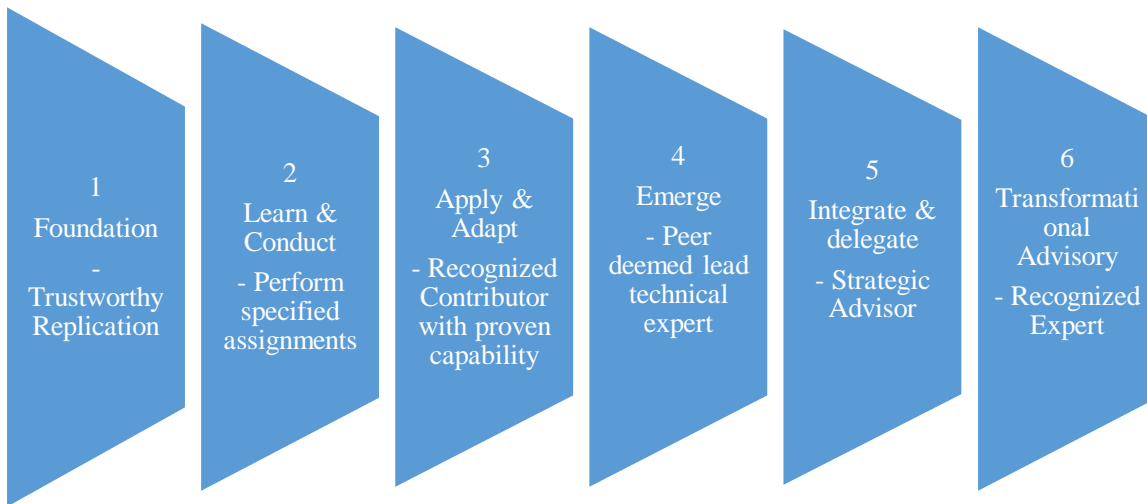
| 1 Foundation - Trustworthy Replication | 2 Learn & Conduct - Perform specified assignments | 3 Apply & Adapt - Recognized Contributor with proven capability | 4 Emerge - Peer deemed lead technical expert | 5 Integrate & delegate - Strategic Advisor | 6 Transformati onal Advisory - Recognized Expert |

*Figure 2: Competency Scale*

## Different Core Competencies

For an organization, the list of core competencies are given below-

1. **Leadership:**

    Leadership captures the fundamentals of being ready and able to inspire others. Effective leadership is based on ideas that, both original and borrowed, are effectively communicated to others in a way that engages them enough to behave as leaders wants them to act.

    The qualities of an effective leader are self-confidence, strong communication and interpersonal abilities, creative and innovative thinking, perseverance in the face of defeat, capacity to take risks, tolerance to change and level-headedness and reactivity in times of crisis.  (Core Competency Framework)

**Appropriate Behavior for Leadership:** (Core Competency Framework)

- ➢ Being grounded in ethics and integrity.
- ➢ Building trust.
- ➢ Bringing others along.
- ➢ Making decisions.
- ➢ Encouraging innovation.
- ➢ Reward achievement.
- ➢ Inspiring the team members.

**Inappropriate Behavior for Leadership:** (Core Competency Framework)

- ➢ Does not have instructions or direction.
- ➢ Avoids accountability for leadership.
- ➢ Fails to assign or assign irrespective of individual ability.
- ➢ Micro-manage jobs, so they do not make autonomous choices.
- ➢ By transferring hierarchy of authority, to make the management system redundant.
- ➢ Fails to have empathy for team members.
- ➢ Does not have squad coaches or mentors.
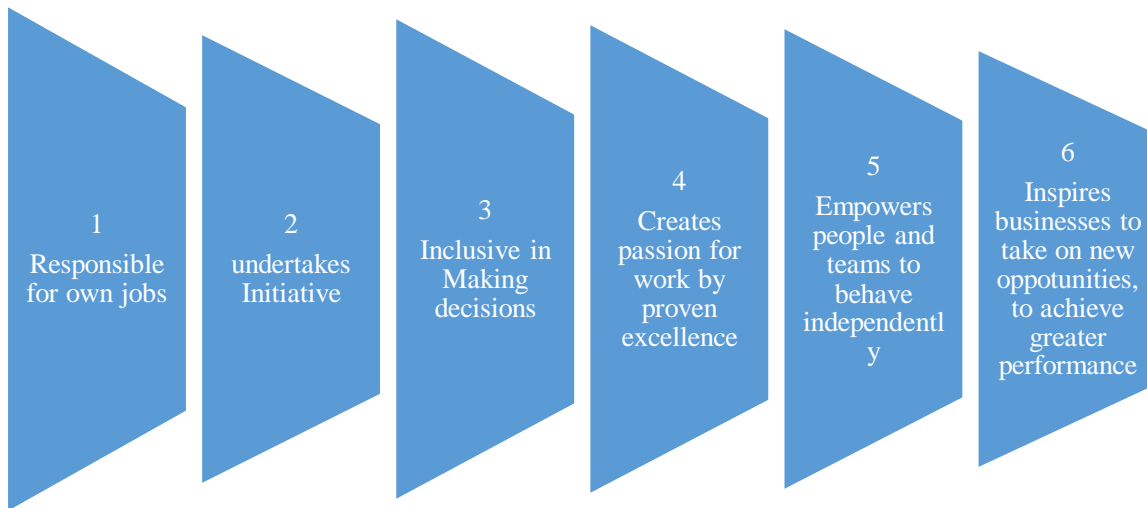
*Figure 3: Competency Scale of Leadership*

**Scale on Leadership Detailed-** (Core Competency Framework)

**Level 1:       Responsible for own jobs**

- Takes responsibility for the success of self-work.
- Effectively use instruments, methods, partners and data.
- Acts as in person contribution.

**Level 2:       Undertakes initiative**

- Recognizes risks and opportunities and propose alternatives.
- Takes responsibility for decisions and results.
- Shares knowledge proactively, even when not required to do so.

**Level 3:     Inclusive in making decisions**

- Promotes the dialogue and works according to the team's feedback.
- Adopts contrasting views that see them as grounds for change.
- Defining relevant instruments, methods, partners, in-formation and solutions.

**Level 4:     Creates passion for work by proven excellence**

- Brings personal engagement, passion and excellence.
- Create opportunities to learn and take on new duties for teams.
- The successful exchange of information and experience.

**Level 5:     Empower people and teams to behave independently**

- Creates understanding of substantive threats and opportunities.
- Empowers the team to diagnose and fix issues.
- Remove hurdles or offers funds for the development for more teams.

**Level 6:     Inspires businesses to take on new opportunities, to achieve greater performance**

- Conveys a vision that a clear road to success can be seen and traced by staff and customers.
- Positioning the organization as an information and power hub.
- Inspires high-performance, sustainable teams across geographic boundaries and in the face of severe obstacles.

2. **Innovation:**

A definition must be replicable at an economic cost and must satisfy a basic criterion. Innovation involves the intentional use of information, imagination and initiative in order to extract from resources greater or different values and includes all processes by which new ideas are produces and converted into useful items.

People showing this ability think of the future, beyond immediate imperatives. It takes analytics and conceptual skills and ability to devise a positive-impact realistic strategy.

This ability is not just about to have visionary thoughts or imaginative thought, but also to turn ideas into action.  (Core Competency Framework)

**Appropriate behavior for Innovation:**  (Core Competency Framework)

- o   Create Alliance through the eco system.
- o   Measure and got the entrepreneurs inspired.
- o   Highlights pace and agility.
- o   Thinking like a venture capitalist (VC).
- o   A compromise between organizational excellence and creativity.

**Inappropriate Behavior for Innovation:**  (Core Competency Framework)

- o   May not care about work at hand outside.
- o   The significance of strategic planning might not be comprehensible.
- o   Faced with compelling facts, he sees no need for any change or growth.
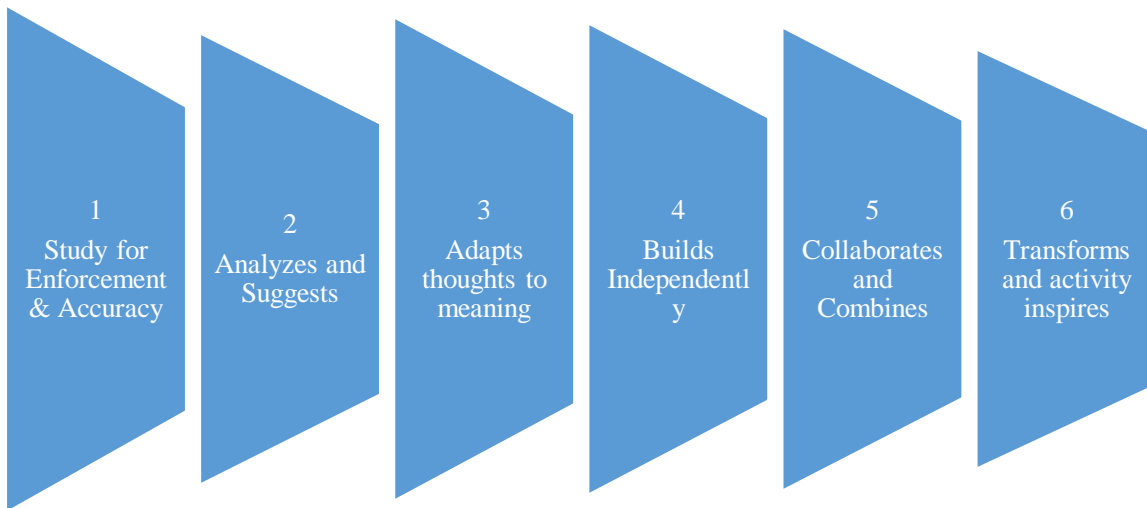- o    Active withstands transition.

*Figure 4: Competency Scale of Innovation*

**Scale on Innovation detailed-** (Core Competency Framework)

**Level 1:    Study for Enforcement & Accuracy**

- Evaluates feature with the vital eye.
- Think about present concerns and problems.
- Participates in the realistic schedule or problem solving of job processes.

**Level 2:     Analyzes and Suggests**

- Analyses complicated technical materials (including information) and produces succinct, appropriate materials recommended.
- Contributes to the reliable output of transactions and information services.
- Identifies and rapidly addresses emerging issues and develops action plans.

**Level 3:     Adapts thoughts to meaning**

- Interprets legislation in terms of meaning and implements with judgment.
- Works together to develop the processes and deliveries.

- Open up new ways to see businesses' position and their position in the market.

**Level 4:     Builds independently**

- Brings personal engagement, passion and excellence.
- Develop new, valid ideas and guide others to bring them into practice.
- Evaluate proven techniques critically.

**Level 5:     Collaborates and Combines**

- Integrates different contributions into a consistent service.
- Aligns policy with elements of service delivery.
- Links policy to a series of clearly actionable steps that take into account the consequences on all of the elements of the company.

**Level 6:     Transforms and Activity Inspires**

- Expands customer understanding of the subject and in-spires the actions of innovation.
- Integration of models with the highest requirements with the highest performance and achievement levels.
- Develops a pioneering approach that changes the company for the long term.

3. **People Management:**

In order to maximize organizational efficiency and foster professional development, people management is the process of preparing, empowering and directing employees. Workplace leaders, such as team leaders, executives and department managers, use individual leadership to track workflow and improve employee efficiency every day.

People showing this skills improve the organization's skills by improving their abilities. Individuals displaying this expertise improve the organization's capabilities through gaining their team's talent and growth.  (Core Competency Framework)

**Appropriate Behavior for People Management:** (Core Competency Framework)

- Bring in the outside.
- Make the employees feel essential and respected.
- Live company principles consistently.
- Defining and evaluating targets that fit with the mission of the company.
- Show that you consider the viewpoints of employees.

**Inappropriate Behavior for People Management:** (Core Competency Framework)

- Does not help individuals better themselves.
- Accepts no liability to encourage growth.
- Actions of destructive jobs.
- Oversharing
- Being unproductive.

1
Manages or supervvises others in the application of procedures

2
Seeks learning and sharing resources

3
Promotes team work and increases team performance

4
Motivates Performance and Participation

5
Creates convergence of experts and strategic alignment
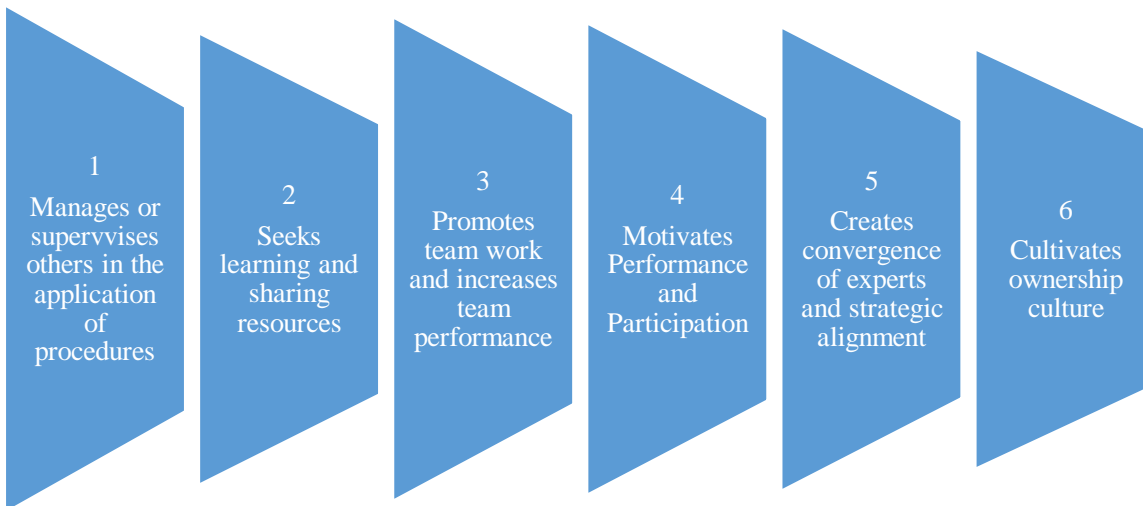
6
Cultivates ownership culture

*Figure 5: Competency Scale of People Management*

**Scale on People Management detailed-** (Core Competency Framework)

**Level 1:     Manages or supervises others in the application of procedures**

- ❖ Understands personal and team roles, responsibilities & objectives.
- ❖ Proactivity tries to clarify when necessary.
- ❖ Proactively seeks to enhance performance through teaching, input and coaching.

**Level 2:     Seeks learning and sharing resources**

- ❖ Steps are taken on the basis of formal and informal input obtained to resolve areas for development and betterment.
- ❖ Generates new ideas and methods in relation to one's own situation.
- ❖ Communicates support to those who pursue advancement or are showing progress.

**Level 3:     Promotes team work and increases team performance**

- ❖ Sets general targets for individual growth for enhancement in the current role and provides normal resources for growth.
- ❖ Generates new ideas and methods in relation to their own team.
- ❖ Includes teams in various stages of the process.

**Level 4:     Motivates performance & participation**

- ❖ Coaches members of the team to share information across departments appropriately.
- ❖ Resolve disputes in a timely and responsive manner, extend leadership where appropriate.
- ❖ Maintain awareness of such individuals' retention challenges, takes effective action substantial opportunities and threats at times.

**Level 5:     Creates convergence of experts and strategic alignment**

- ❖ Identify and foster partnerships between various professions.
- ❖ Optimizes individual and community skills.

❖ Has a good understanding of how the various talents, experiences and cultures of tem members are collaborate with each other.

**Level 6:   Cultivates ownership culture**

❖ Creates an environment of confidence, builds acceptance and seeks opinions, societies and cultures inside the team, individual needs.

❖ Engages people's motivations, beliefs and priorities to achieve community commitment to push the attempt to alter itself.

❖ Anticipates the capacity of potential individuals to solve organizational issues and takes on action to develop the necessary resources around the company, including hiring and recruiting interventions for retention.

**4. Communication:**

The process of understanding and sharing meaning is known as communication. It is the bond between participants that requires contact. With its emphasis on the process of effectively understanding and communicating the point of view of others, this definition serves well.

People who show this ability work successfully with colleagues, partners and those who are not in the command line, to have a positive effect on business results. They both think about the bits s/he sees, it is also being really able to interact with each other.  (Core Competency Framework)

**Appropriate Behavior for Communication:**  (Core Competency Framework)

➢ The co-ordination basis.
➢ Acting fluently.
➢ The decision making foundation.
➢ Improves management efficiency.
➢ Increases collaboration and unity of organization.
➢ Boosts employee productivity.

**Inappropriate Behavior for Communication:** (Core Competency Framework)

- ➢ Inhibits cooperation from others.

- ➢ Is lacking legitimacy in affecting others.

- ➢ Resists input from the customer, even if beneficial.

- ➢ Thinks more than the customers' own needs.

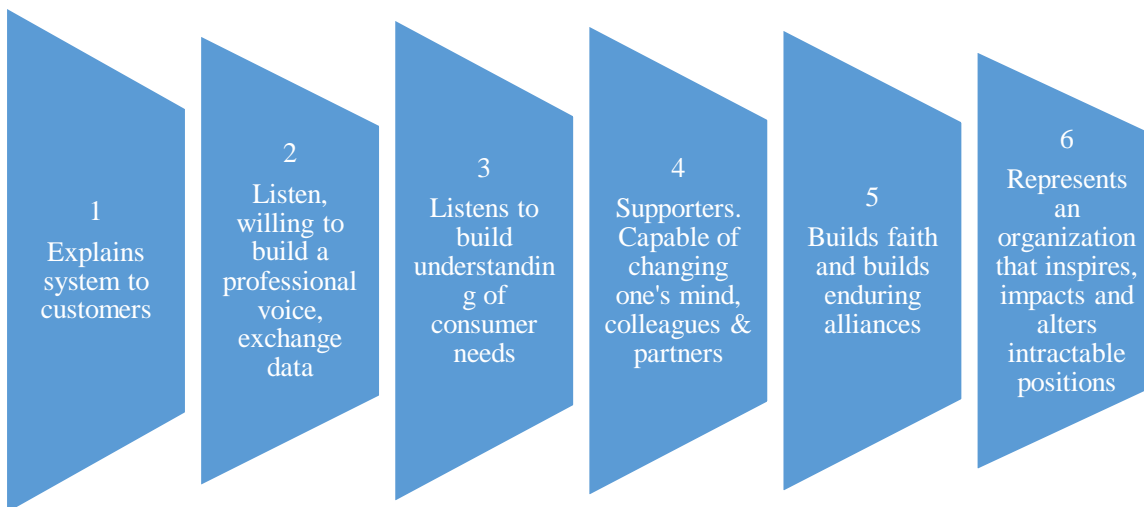- ➢ Works on tasks with little consumer interest.

- ➢ Active opposition to cooperation.

| 1 Explains system to customers | 2 Listen, willing to build a professional voice, exchange data | 3 Listens to build understanding of consumer needs | 4 Supporters. Capable of changing one's mind, colleagues & partners | 5 Builds faith and builds enduring alliances | 6 Represents an organization that inspires, impacts and alters intractable positions |
|---|---|---|---|---|---|

*Figure 6: Competency Scale of Communication*

**Scale on Communication detailed-** (Core Competency Framework)

**Level 1:    Explains system to customers**

- ✓ Understands and implements assignment directions as guided.

- ✓ Prefers to work individually, but if needed, will assist.

- ✓ Responds to internal or external requests from clients under the limited time.

**Level 2:     Listen, willing to build a professional voice, exchange data**

- ✓ Learn to apply positive knowledge to others.
- ✓ Represents self and function with relevant professional standards.
- ✓ Efficient in difficult circumstances.

**Level 3:     Listens to build understanding of consumer needs**

- ✓ Adapts experiences for the particular audience.
- ✓ Constructs and recognizes internally & externally informal networks as part of the shaping process of significance.
- ✓ Develops a thorough understanding of the needs, challenges and expectations of customers by means of routinely collecting input from customers.

**Level 4:     Supporters. Capable of changing one's mind, colleagues & partners**

- ✓ Prepares and gives lawful guidance.
- ✓ Expands team expertise by the exchange of expertise.
- ✓ Shows others how their priorities comply with their own, going beyond individual prejudice.

**Level 5:     Builds faith and builds enduring alliances**

- ✓ Sought by supervisors, colleagues and representatives for advice.
- ✓ Regularly engages colleagues to make collective decisions.
- ✓ Continuously pressures the heads of companies to boost their talent management approaches.

**Level 6:     Represents an organization that inspires, impacts and alters intractable positions**

- ✓ Reflect organizations at the highest levels of management, politics, and stakeholders.
- ✓ Inspirational communicator, especially in crisis situations.

✓ Provides the organization's client-centric vision and leadership.

5. **Delivery:**

Delivery is the operation of moving a product, currency, protection, cash or another instrument that is the subject of a sales contract, which is tendered to and obtained by the buyer. It is the final stage of a contract for the purchase or selling of an instrument. The price and maturity are set on the transaction date.

People demonstrating this competency are pushing for continuous business performance enhancement and sustainable development. This ability is about focusing on producing outcomes and the way individuals do this becomes more elegant as the scale increases. (Core Competency Framework)

**Appropriate Behavior for Delivery:** (Core Competency Framework)

o Fast Delivery.
o Professionalism.
o Real-time Tracking.
o Package Care.
o Coverage.

**Inappropriate Behavior for Delivery:** (Core Competency Framework)

o Don't think about doing the job or doing it well.
o Lacks technical specifications.
o Deliberately avoids change.
o Thinks of the client's own desires rather than the clients.
o Resists input from customers, even if beneficial.
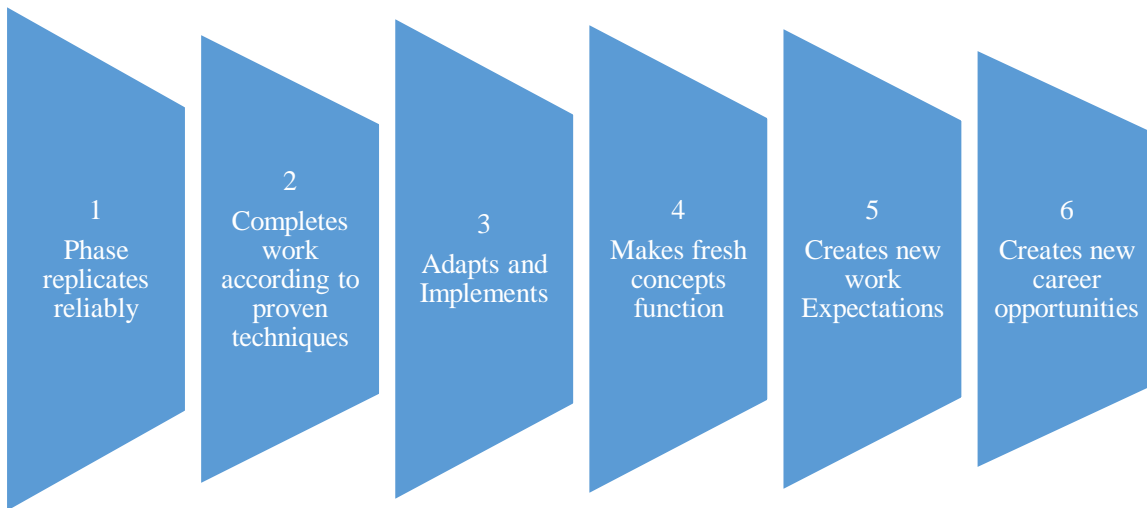o Focuses on tasks without consideration for consumer impact.

*Figure 7: Competency Scale of Delivery*

**Scale on Delivery detailed-**  (Core Competency Framework)

**Level 1:    Phase replicates reliably**

- Works to complete tasks assigned in accordance with the rules.
- Demonstrates readiness to perform assigned tasks.
- Follows goals and deadlines for team deliverables.

**Level 2:    Completes work according to proven techniques**

- Meets goals for the delivery of goods or services and deadlines.
- Accepts responsibility for the performance of the job itself.
- Searches for ways to enhance results in own particular field of knowledge or period of contract.

**Level 3:    Adapts and Implements**

- Works to achieve negotiated targets that deal constructively with challenges.

- Takes accountability and works to prepare objectives, resolve challenges, challenges and authorities.
- It still behaves in a consistent manner and uses resources.

**Level 4:   Makes fresh concepts function**

- Anticipates weaknesses and describes solutions.
- Accountable for completion of programs and/or team deliverables.
- In order to understand benefits and make decisions that create value above the anticipated, it incorporates hard data and personal experiences.

**Level 5:   Creates new work expectations**

- Creates an atmosphere that encourages passion for work.
- Provides success in the area of work that stands out
- Energized by the emergence of new ways of doing work, such that higher levels of production are feasible.

**Level 6:   Creates new career opportunities**

- Constructs a culture of success to produce results around the enterprise.
- Establishes strategic alliances and impacts stakeholders in distribution.
- Introduces a modern model that effectively shifts an existing practices or introduces a new practice, dramatically changing the way the business operates for the better.

## Core Values

An employee should have those core values during working in an organization-

1. **Commitment to the organization:** (UNESCO Competency Framework)
   - ❖ Align one's own job with the organization's values, goals and objectives.
   - ❖ Act in accordance with the organization's best interests and protect them.
   - ❖ Uphold and safeguard the organization's logo.
   - ❖ Create awareness among various audiences of the work and support the vision of the company.

❖ Foster an inter-sectorial approach to improve the competitive advantages.

2. **Integrity:** (UNESCO Competency Framework)

   ❖ Maintain strong ethical standards.

   ❖ Treat others in an equal, open, respectful and objective way; do not misuse authority or control.

   ❖ Do not allow the control of decision-making through personal social/economic/political beliefs or improper pressures.

   ❖ To deal with unprofessional or unethical behavior, take timely and appropriate action.

   ❖ Act inside and in observance of the laws and regulations of an organization.

3. **Respect for Diversity:** (UNESCO Competency Framework)

   ❖ Value people of all backgrounds and work efficiently with them.

   ❖ Examine own prejudices and beliefs to discourage stereotyping.

   ❖ Challenge organizational discrimination and intolerance.

   ❖ Promote diversity and produce outcomes in order to reinforce own/team work.

4. **Professionalism:** (UNESCO Competency Framework)

   ❖ Demonstrate professional integrity and subject matter mastery, draw on strengths.

   ❖ Anticipate key job problems and describe imaginative and realistic solutions.

   ❖ In the face of ambiguity, they respond rapidly to change and are decisive and flexible.

   ❖ Provide services of quality through diligence and responsiveness.

# Functional or Role Specific Competencies

For an organization, functional or role specific competencies should be-

1. **Driving and Managing Change:** (UNESCO Competency Framework)

   ▪ Taking control of the process of transition.

   ▪ Leads and manages change successfully.

- Capable of mobilizing the team to improve and inspiring and empowering people to make improve.
- Identifies possible resistance to change and deals successfully with it.
- Identifies possible possibilities to develop ways of functioning.

2. **Strategic Thinking:** (UNESCO Competency Framework)
   - Understands the internal and external factors which organizational modifications are necessary.
   - Consider different potential triggers and threats and predict the impact of circumstances.
   - Capable of turning proposals into effect.
   - Looks past the immediate and takes long-term and consequences into account.
   - Place concerns within the wider sense of the goals and objectives of the company.

3. **Making Quality Decisions:** (UNESCO Competency Framework)
   - Understands difficult details and recognizes key problems easily.
   - Prior to making decisions, it proactively seeks relevant knowledge.
   - Commits to and makes actions that are compatible with a specific course of action.
   - Makes decisions that maximize the organization's and others' effect.
   - Before committing to action, they are able to make sound choices quickly and take balanced risks associated with them.

4. **Building Partnerships:** (UNESCO Competency Framework)
   - Identifies and maintains transparent and trustworthy ties with key internal and external stakeholders.
   - Initiates new relationships and creates alliances that make it easier for organizational objectives to be accomplished.
   - Actively supports inter-sectorial partnerships and events and encourages them.
   - Understands the dynamics of the system and builds partnerships of mutual benefit.
   - Encourages and assists others in the creation of alliances and networks.

5. **Leading and Empowering others:** (UNESCO Competency Framework)
   - Motivates and inspires others to seek their thoughts and goals.

- Know the strengths and areas of the team for development.
- The capacity of individuals is founded upon and nurtured.
- Acts as a role model by showing good skills in leadership.
- Persuades and promotes others to respond to improvements.

## Process of Developing Competency Framework

In the competency system creation process, there are four main phases. Each phase has key behavior that will enable individuals to approve the final product and use it. (Team, 2018)

### Step 1: Prepare

1. Defines the Purpose- make sure to look at the intent of developing the system before starting reviewing jobs and finding out what each position needs for success. Who the person are interested in planning it and how to decide its reach, can influence how anyone in the organization intend to use it. A framework for filling a job vacancy, for instance, would be very specific, while a framework for determining compensation would need to encompass a broad spectrum of positions. (Team, 2018)
2. Develop a competency structure- Include individuals who will use the system from all areas of the organization. Aim to represent the diversity of the company, where possible. Thinking about long-term needs is also critical, so that you can keep the system current and meaningful. (Team, 2018)

### Step 2: Collect Information

The core aspect of the system is this. In general, the better the knowledge will be gather, the more detailed the system will be. For this purpose, considering which strategies can be used to gather information about the positions and the work involved with each one is a good idea. The following may what an organization want to use- (Team, 2018)

1. Observe- See people play their tasks as they are. This is particularly useful for jobs anyone can physically witness that require hands-on-labor. (Team, 2018)
2. Interview People- Speak individually to every person, select a sample of individuals to interview, or perform a group interview. The boss of the work s/he is interviewing will

also want to interview him/her. This helps his/her to learn what a wide range of individuals think is required for the success of the role. (Team, 2018)

3. Create a Questionnaire- a survey is an important way of gathering information. Spend time making sure asking the right questions and take the reliability and validity problems into account. If preferable, rather than trying to build own, there are structured job research questionnaires can purchase. (Team, 2018)

4. Analyze the work- What activities are used to perform the framework's jobs? The following may be what is want to consider-
   - ➢ Company strategies, strategy and targets.
   - ➢ Principles of Organization.
   - ➢ Descriptions of work.
   - ➢ Regulatory or other problems with enforcement.
   - ➢ Predictions for the company or industry's future.
   - ➢ Requirements for the customer and supplier. (Team, 2018)

**Step 3: Build the Framework**

This stage requires the classification into competencies of all activities and skill sets. To build the framework, organization should follow these steps- (Team, 2018)

1. Group the statements- Should ask the members of the team to read and organize them into piles through the action statements. The aim is to first provide three or four stacks, such as manual skills, decision-making and judgment skills and interpersonal skills. (Team, 2018)

2. Create Subgroups- Break down each of the bigger piles into similar actions subcategories. Usually, for each greater category, there would be three or four subgroupings. This provides the fundamental structure of the system for competency. (Team, 2018)

3. Refine the subgroups- Define the subgroups even more for each of the broader categories should ask own self why and how the behaviors relate to each other, or don't relate and visit the groupings as appropriate. (Team, 2018)

4. Identify and name the Competencies- Should ask the team to define a particular competency to reflect each of the smaller behavioral subgroups. Then they may call the larger group as well.  (Team, 2018)

**Step 4: Implement**

As an organization introduce the finalized competency structure, remember the communication concept that have been started earlier. It is important to explain to employees why the system was created and how they would like it to be used in order to help get buy-in from staff members at all levels of the company. Discuss how it will be changed, and which processes to accommodate improvements that have put in place. For the implementation of the system, here are some tips-  (Team, 2018)

1. Link to business Objectives- As much as possible, make relations between individual competencies and organizational priorities and values.  (Team, 2018)
2. Reward the Competencies- Check that the strategies and procedures endorse the established skills and reward them.  (Team, 2018)
3. Provide Coaching and Training- make sure ample coaching and preparation is available. People need to know that there will be help for their efforts.  (Team, 2018)
4. Keep it simple- keep the structure as clear as possible. Company want the paper to be used, not to be forgotten and filed away.  (Team, 2018)
5. Communicate- most notably, approach the implementation like any other plan for improvement. The more open and frank company in the process, the better the end result and the better the project's chance of achieving the goals.  (Team, 2018)
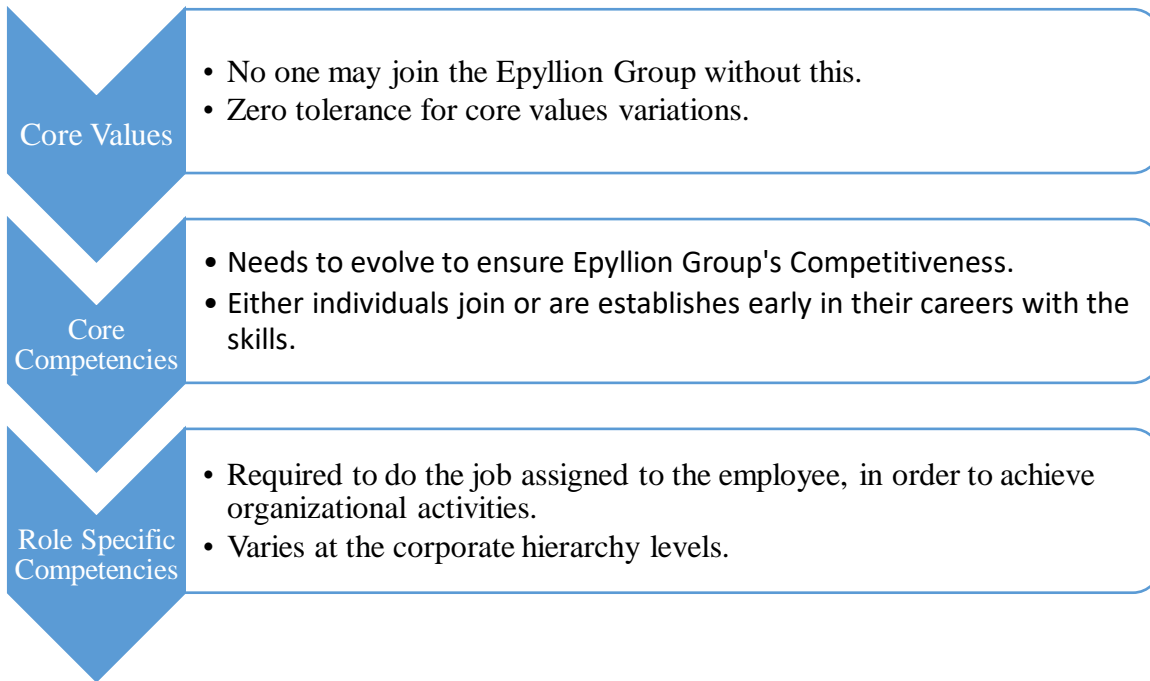
# Competency Framework of Epyllion Group



**Core Values**
- No one may join the Epyllion Group without this.
- Zero tolerance for core values variations.

**Core Competencies**
- Needs to evolve to ensure Epyllion Group's Competitiveness.
- Either individuals join or are establishes early in their careers with the skills.

**Role Specific Competencies**
- Required to do the job assigned to the employee, in order to achieve organizational activities.
- Varies at the corporate hierarchy levels.

*Figure 8: Competencies of Epyllion Group*

## Findings from the workshop of Supply Chain Department of Epyllion Group

Supply Chain Department was divided into 3 teams- Gen team, Yarn team and CDA & Trims team. Their task was to find out core values, core competencies and role specific competencies for their department. Their output of given task is given below-

**Gen Team:**

1. Core Values- Integrity, Hard Worker, Be Ethical.
2. Core Competencies- IT skill, Communication skill, Grooming, Negotiation skill, Networking, Time management, Punctuality, Corporate Behavior, Leadership, Team work, Sustainability.

3. Role Specific Competencies- Define EOQ, Ensure quality, On time delivery, ERP implementation, Inventory Control, Feedback Analysis, Logistics planning, Capacity planning, Material replenishment planning, Distribution planning, Data analysis, Cost Analysis, Improvement Economy growth, Demand Management, Inventory Optimization, SWOT Analysis.

## YARN Team:

1. Core Values- Integrity, Hard Worker, Be Ethical.
2. Core Competencies- Leadership, Interpersonal skill, Communication, Soft skill, Time sense, Negotiations, Logical analysis, Job knowledge, Implementation strategy, Mass communication, Reporting, Decision making, Process development, Budget management, Strategic plan, Goals achievement, Report analysis.
3. Role Specific Competencies- Supplier Communication, Inventory Control, Process Development, Budget Management, Strategic Plan, Goals achievement, report analysis.

## CDA & Trims Team:

1. Core Values- Ownership, Discipline, Honesty, Can do Attitude.
2. Core Competencies- Effective Communication, Leadership, Quick Learner, Basic ICT Knowledge, Problem solving ability, KPI driven, motivate the team, team player, analytical skill, negotiation.
3. Role Specific Competencies- Requisition Process, Market knowledge, Knowledge of Product, SOP making, Understanding and value addition, global market and trend knowledge, good relation with supplier, vendor management, understanding of PI, PR, Inventory management.

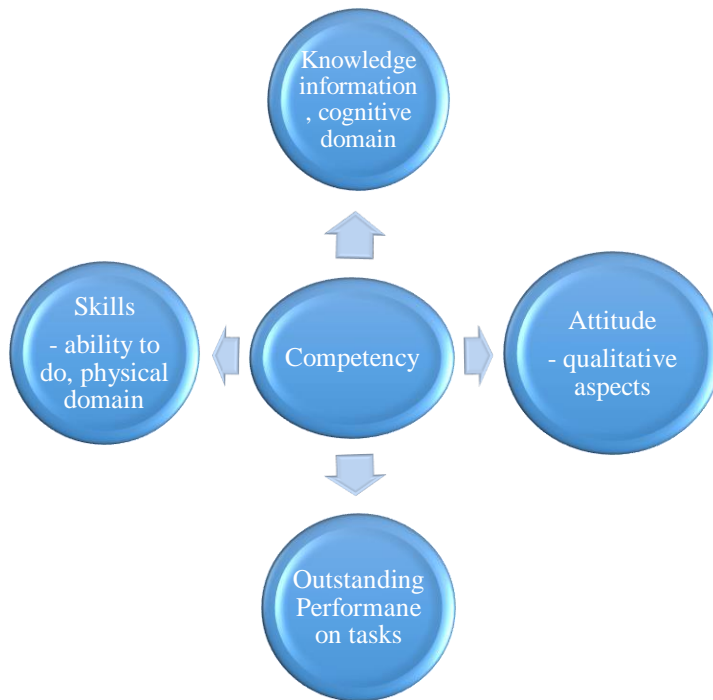**KSA to developing Competency Framework for Supply Chain Department**



*Figure 9: KSA for developing Competency Framework*

## Conclusion

A system of competence is a means by which an organization communicate which behaviors are required, respected, recognized and rewarded in relation to specific occupational roles. In general, it ensures that workers have a shared understanding of the principles of the company and predicted excellent performance habits. This report's conclusions should not be viewed as a definitive review. Instead, this report presents a simple image and leaves room for further research.

RMG industry is very important sector in our country. Epyllion Group is one of the successful company of RMG industry. Because of their effective work process they are becoming known face in their home country Bangladesh and also internationally. By using Competency Framework employees of every department of Epyllion Group will be able to improve their performance which results in achieving organization's goal and increase the productivity of the

company. Competency Framework comprises of 3 type of competencies- Core Values, Core Competencies and Functional Competencies. These competencies helps individuals to develop their skills in their job.

## Recommendation

During my internship period in Epyllion Group, research about 'Competency Framework was just began. Supply Chain Department was first to fall under this research; every department has to go through this research. I have some recommendations to suggest for this research which can be useful for the company- (HR Design, 2017)

1. Epyllion Group should use a competency-based approach to recruit and maintain talent, increase and optimize diversity and build a high-performing, committed company as a system wide structure. (HR Design, 2017)
2. They can use skills to combine the main stages of the employee life cycle and to incorporate the key functions of HR talent management. (HR Design, 2017)
3. To unite all employees of Epyllion Group, identify organization wide core competencies that should be shared by all employees. Ensure the organization wide competencies are not too broadly established to avoid removing culturally diverse workers. Ensure that the competency concept process takes into account bias and climate effect. (HR Design, 2017)
4. Defining and incorporating relevant skills for essential positions of the company such as chief, manager, HR specialist, researcher etc. (HR Design, 2017)
5. Ensure that core competencies are straight forward and conveyed to all staff and that competency growth is continuously enhanced. (HR Design, 2017)
6. Providing appropriate and adequate training for skill creators, practitioners and users of Epyllion Group to learn the advantages of a skill-based approach and to facilitate effective implementation. (HR Design, 2017)

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