

## EXECUTIVE SUMMARY

Apparel industry is one of the major foreign exchange earners in Sri Lankan economy. ABC Holdings is a key player which contributes to country's total export while being one of the largest conglomerates. XYZ (Pvt) Ltd is a standalone business which is dedicated to manufacturers intimate wear within ABC Holdings. One of the key HR related issues that XYZ is facing at the moment is lower employee career progression from Group Leader level to Production Executive level. Senior management of the business has a vision to groom internal employees from Team Member level to General Manager level. The problem arose as a result of the hesitation coming from the Group Leader level employees at XYZ when they are offered the next level job role. As a result of this, company has to put extra efforts and spend financial resources to find external resources to fill the required job vacancies.

XYZ's success is predominantly depending on its people and their key capabilities. However, gathered information evident that number of Group Leaders who reject Production Executive job roles are increasing year by year. As a result of this, company has to face both short-term and long-term consequences. Two major negative consequences of the identified problem are the reduction of production efficiency and increasing of hiring cost of executives. When the fresh executives are hired to technical job roles, they fail in performing up to the expected level. Problem solving and troubleshooting are also key activities to be done by the technical employees, they tend to fail when they join externally as freshers to the business. The identified major root causes for this problem are related to the HR Process, HR System and Design of the organization and Training and Development aspect of employees.

One of the key Talent Management objectives of any organization is to ensure that employee career progression is happening smoothly. In doing so, employees should be coached and mentored methodically. Supported literature evident that the employee career progression is vital and it can be affected by internal or external factors. In order to ensure that employees are groomed and ready to take up next level job roles, tools and techniques should be used. As such, having conversation with others, proper job designing and analysis, brainstorming, training needs analysis, mentoring and other relevant techniques can be utilized. HR Processes, System and Design and Training and Development aspects need to function properly.

The main objective of the project is to increase the number of Group Leaders who join the Production Executive job roles. In order to achieve this overall objective, sub objectives are developed aligning to the HR Processes, Systems and Design and Training and Development. One of the major reasons for current problem is lack of awareness about the job role of executive cadre job demands. Also, not having a clear career path for Group Leaders and confusions about the work-related policies and procedures of executive job roles. Suggested solutions are expected to address these issues. Cost-benefits analysis carried out to measure the projected costs and the benefits of the suggested solutions. The solutions are being suggested in a way which they solve the problem by addressing the identified root causes. Finally, post implementation of the suggested solutions, it is expected to bring short term and long terms financial and non-financial benefits to the organization.

For the successful implementation of the project solutions, company eco-system and required infrastructure are expected to be in place. Creating and building a collaborative environment within the organization is expected to encourage shop floor employees to more engage with other levels. The company's shop floor talent management activities are expected to amalgamate with the overall talent management strategy of the business. Further, maintaining two-way and open communication and carrying out training needs analysis and evaluation in a timely manner intended to give better results. Support from the senior management, constant follow up with employees on their progression are also key aspects to be in place. Further, in order to achieve greater result out of this project implementation, Human Resources Division at XYZ needs to commit constantly. Contribution in assessing employees, supporting them in order to achieve set objectives, encourage them to be a part of the executive cadre could be more successful with the intervention of experienced stakeholders in the organization.