



Curriculum & Job Profile for Transparency Manager in the Fashion Industry

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1. Introduction

1.1. Overview of the TRAMA Project

The TRAMA (Transparency Manager in the Fashion Industry) project emerges as a critical response to the increasing demands for ethical practices within the global fashion industry. Recognizing the pressing need for professionals who can navigate the complexities of sustainability and transparency in fashion, this project seeks to establish a comprehensive job profile and curriculum for a Transparency Manager. This role is designed to spearhead efforts in ensuring sustainable and ethical practices across the fashion value chain.

1.2. Importance of Transparency in the Fashion Industry

In an industry as dynamic and influential as fashion, transparency is no longer optional but a necessity. The sector faces mounting scrutiny over its environmental and social impact, including issues like waste generation, pollution, and exploitative labor practices.

Transparency in fashion implies a clear understanding and open communication regarding the sourcing, production, and distribution of garments. This approach is pivotal in driving the industry toward more sustainable and ethical practices, ensuring that human rights are upheld, and environmental degradation is minimized.

1.3. Objectives and Scope of the Curriculum and Job Profile

The primary goal of the TRAMA curriculum and job profile is to equip professionals with the skills and knowledge necessary to transform the fashion industry from the inside out. This initiative will:

- Develop a comprehensive understanding of the fashion value chain, focusing on areas critical to fostering sustainability and ethics.
- Identify and disseminate best practices in sustainable and ethical fashion, highlighting successful case studies.
- Address the skills gap by outlining the necessary competencies for a Transparency Manager, ensuring they can effectively lead and implement change within the industry.
- Align with the European Qualification Framework (EQF) to ensure a standardized, high-quality education that is transferable and recognized across the EU.
- Contribute to reducing unemployment and raising industry standards by training professionals capable of steering the fashion industry towards more sustainable practices.

1.4. Background and Significance

This initiative aligns with the EU Strategy for Sustainable and Circular Textiles, recognizing the industry's significant economic footprint and its potential for positive change. Our in-depth research, comprising secondary data analysis and primary research through case studies and self-administered questionnaires, underpins this curriculum. It highlights the urgent need for a paradigm shift in the industry – from the linear 'take-make-dispose' model to a more circular and sustainable approach.

Our research emphasizes the environmental impact of the industry, including the overuse of non-renewable resources, microplastics pollution, and immense waste generation. We also confront the industry's social challenges, such as child labor and gender inequality, particularly in the low-wage, unskilled textile workforce predominantly comprising women.

In light of these findings, the TRAMA project aims to develop professionals who can navigate these complexities, ensuring that the fashion industry evolves into a sector characterized by transparency, sustainability, and ethical practices.

2. Transparency Manager Job Profile

2.1. Role Definition

2.1.1. Responsibilities

- **Comprehensive Risk Management:** Identifying and mitigating risks in the supply chain, with a focus on supplier and client interactions. This includes ensuring that business processes, IT infrastructures, and financial reporting systems are robust and transparent.
- **Sustainability and Compliance Leadership:** Championing initiatives that promote sustainability, environmental responsibility, and ethical procurement. This involves overseeing programs that adhere to circular economy principles and waste reduction.
- **Auditing and Reporting Excellence:** Conducting detailed audits and generating reports to assess and improve supply chain operations, ensuring alignment with transparency and sustainability objectives

2.1.2. Key Areas of Impact

- **Enhanced Supply Chain Transparency:** Improving visibility and traceability throughout the supply chain, from raw material sourcing to final product delivery. This includes ensuring ethical and transparent operations at each stage.
- **Promotion of Sustainable Practices:** Advocating for sustainable practices across the supply chain, including the use of sustainable materials, carbon footprint reduction, and circular economy strategies.

2.2. Alignment with Fashion Revolution Transparency Index

2.2.1. Essential Elements

- **Adherence to FTI Guidelines:** Aligning company policies with FTI standards, focusing on transparent disclosure of supply chain practices, including human rights and environmental policies.
- **Commitment to Public Transparency:** Ensuring open communication about the organization's social and environmental policies, practices, and impacts, as per FTI standards.

2.2.2. Compliance Standards

- FTI Standards Compliance: Maintaining adherence to FTI's human rights and environmental standards throughout the supply chain. Regularly reviewing and updating practices to keep pace with FTI requirements.
- Supplier Collaboration and Support: Working closely with suppliers to ensure they meet FTI compliance standards and adopt sustainable and ethical practices.

2.2.3. Fashion Transparency Index (FTI)

Understanding and Implementing FTI Standards:

- Policy and Commitments: Ensuring the company's human rights and environmental policies are aligned with FTI standards. This includes managing vendor/supplier policies to cover human rights and environmental standards (e.g., Code of Conduct, Supplier Guidebook).
- Governance: Facilitating transparent disclosure of contact details for departments responsible for human rights and environmental issues. This also involves disclosing the roles of board members or committees accountable for these areas.
- Traceability: Publishing detailed information about tier one factories and processing facilities, as well as suppliers of raw materials, to enhance supply chain traceability.
- Know, Show, and Fix: Disclosing due diligence processes, outcomes, and remediation efforts related to human rights and environmental issues. Auditing alone is insufficient; a comprehensive due diligence process is essential.
- Spotlight Issues: Focusing on critical areas such as decent work and purchasing practices, gender and racial equality, sustainable sourcing, overconsumption, waste, circularity, and climate change. This involves taking proactive steps to address issues like living wages, decarbonization, deforestation, and energy use.

2.3. Skills and Competencies

2.3.1. Descriptors based on the European Qualification Framework (EQF)

- Knowledge and Understanding: The Transparency Manager must possess in-depth knowledge of supply chain management, sustainability practices, and ethical procurement. They should understand the legal and regulatory framework governing the fashion industry, particularly regarding environmental and social responsibilities.



- **Application and Practice:** Ability to apply this knowledge in practical scenarios, such as implementing sustainable practices, conducting audits, and ensuring compliance with standards like the Fashion Transparency Index.
- **Analysis and Evaluation:** Capable of critically analyzing supply chain processes, identifying risks and inefficiencies, and evaluating the effectiveness of implemented strategies.

2.3.2. Required Level of Expertise (EQF Levels 4 to 6)

- **Level 4 (Higher Education Certificate/Associate Degree Level):** At this level, a Transparency Manager should have a foundational understanding of the fashion industry's supply chain, basic principles of sustainability, and ethical practices. They should be able to perform tasks under supervision and contribute to team efforts.
- **Level 5 (Short-Cycle Higher Education/Foundation Degree Level):** Here, the individual should demonstrate a more developed understanding of supply chain complexities and sustainability issues. They should be able to manage projects, lead small teams, and make informed decisions with less supervision.
- **Level 6 (Bachelor's Degree Level):** At this level, a Transparency Manager is expected to have comprehensive knowledge and understanding of the fashion supply chain, including advanced sustainability and ethical practices. They should be capable of independent decision-making, strategic planning, and leading larger teams or projects.

2.4. Professional Pathways

2.4.1. Career Progression

- **Early Career (EQF Levels 4 to 5):** Entry-level positions in supply chain management or corporate social responsibility departments. Responsibilities might include assisting with audits, contributing to sustainability reports, and supporting compliance efforts.
- **Mid-Career (EQF Level 6):** Positions such as Senior Transparency Manager or Supply Chain Analyst. Responsibilities expand to strategic planning, leading sustainability initiatives, and shaping company policies related to transparency and ethical practices.
- **Advanced Career (EQF Levels 7 and above):** Roles may include Director of Sustainability or Chief Ethics Officer, where one leads entire departments, drives company-wide strategies, and represents the organization in external sustainability forums.

2.4.2. Opportunities within the Fashion Industry

- **Within Companies:** Opportunities in various fashion brands, ranging from high street to luxury segments, in roles that focus on enhancing supply chain transparency, implementing sustainability practices, and ensuring ethical compliance.
- **Consultancy and Advisory Roles:** Providing expert advice to fashion companies on sustainability, supply chain management, and compliance with industry standards like the Fashion Transparency Index.
- **Academia and Research:** Contributing to research and development in sustainable fashion, teaching in higher education, and developing new strategies and methodologies for ethical practices in the industry.
- **Non-Governmental Organizations (NGOs) and International Bodies:** Working with NGOs focused on fashion sustainability, human rights, and environmental protection, or collaborating with international bodies like the European Union on policy-making and regulatory frameworks.



3. TRAMA Curriculum Framework



3.1. Knowledge Components

3.1.1. Core Areas (e.g., sustainable supply chain management, ethical procurement)

- Sustainable Supply Chain Management: Comprehensive understanding of sustainable practices, including efficient and ethical sourcing, production, and distribution. This also involves knowledge of global supply chain trends and their impact on suppliers and clients.
- Ethical Procurement: In-depth study of ethical procurement principles, covering aspects like vendor selection, fair labor practices, responsible sourcing, and ensuring compliance with global ethical standards.
- Financial Reporting and IT Risks: Insight into the risks associated with financial reporting and information technology within the supply chain, emphasizing the need for accurate, transparent reporting, and understanding the configurations of controls in related business processes.
- Public Procurement: Understanding the nuances of public procurement within the fashion industry, focusing on ethical and sustainable sourcing strategies

3.1.2. Supplementary Areas (e.g., environmental impact, labor rights)

- Environmental Impact and Ecology: Analysis of the environmental implications of the fashion industry, focusing on energy consumption, ecological footprints, and sustainable material sourcing.
- Labor Rights and Human Rights: Examination of labor rights issues, ensuring compliance with principles such as minimum living wages, gender and racial equality, and adherence to the UN Guiding Principles for Business and Human Rights.
- Circular Fashion and Waste Management: Exploration of circular fashion principles, sustainable packaging, waste management strategies, and end-of-life responsibilities for products.
- Risk Analysis in Public Procurement: Comprehensive training on risk identification and analysis specific to public procurement in the fashion sector, employing methodologies such as Risk Analysis and Identification Matrix.
- Quality Evaluation in Procurement Studying quality evaluation protocols to ensure that procurement meets the high standards expected in the fashion industry.

3.2. Skills Development

3.2.1. Practical Application (e.g., auditing, reporting)

- Auditing and Reporting: Training in conducting effective audits, quality control, and preparing comprehensive reports on supply chain transparency, including sustainability metrics and performance indicators.
- Risk Analysis and Management: Developing skills in identifying and managing risks in the supply chain, including the creation of risk analysis matrices and quality evaluation protocols.
- Personnel Training Methodology: Developing skills to train personnel in sustainable and ethical procurement practices, including the creation of effective training materials.
- Development of Due Diligence Tools. Learning to develop and utilize due diligence tools and procedures, ensuring compliance with ethical standards in procurement.

3.2.2. Soft Skills (e.g., leadership, communication)

- Leadership and Communication: Enhancing leadership skills for effective team and project management. Improving communication abilities to articulate transparency efforts and sustainability initiatives to diverse stakeholders.
- Strategic Thinking and Problem-Solving: Cultivating strategic thinking to navigate complexities in the fashion supply chain and develop innovative solutions for sustainable practices.
- Contract Development Skills: Gaining expertise in drafting sample contract conditions that reflect sustainability and ethical standards in public procurement.
- Grievance Mechanism Implementation: Understanding how to establish and manage grievance mechanisms as part of ethical procurement and supply chain management

3.3. Competences

3.3.1. Critical Analysis and Decision Making

- Supply Chain Process Analysis: Developing the competency to critically analyze supply chain processes, identify risks and inefficiencies, and make informed decisions to enhance sustainability and transparency.
- Value Chain Impact Measurement: Acquiring expertise in measuring the environmental and social impact of supply chain activities, utilizing tools like the FTIndex.

- Verification Procedures in Procurement: Acquiring skills to implement verification procedures that ensure compliance with the established ethical codes and sustainability standards in procurement.

3.3.2. Strategy Development and Implementation

- Developing Sustainable Strategies: Learning to create and execute strategies for sustainable and ethical fashion practices.
- Continuous Improvement and Innovation: Emphasizing continuous improvement in supply chain transparency and sustainability, including setting goals, measuring progress, and incorporating new technologies and trends.
- Implementing Ethical Codes in Procurement: Learning to develop and apply ethical codes within the procurement process to ensure adherence to best practices in sustainability and transparency.

3.4. Curriculum Modules

Module 1: Understanding the Fashion Supply Chain

Learning about the fashion supply chain: history and geography, various types, and its impact on our planet. Supply Chain Innovation: Keep updated with new technologies and trends in supply chain management.

Module 2: Fashion Supply Chain Phases 1 and 2

Learning about the different stages of a fashion supply chain, including raw materials and sourcing.

Module 3: Fashion Supply Chain Phases 3 and 4

Learning about the different stages of a fashion supply chain, including manufacturing, and distribution.

Module 4: Introduction to Fashion Supply Chain Transparency

Understanding the importance of transparency within the fashion industry, including the benefits for companies, consumers, and the environment.

Module 5: Developing and Implementing Fashion Transparency Practices

Developing and implementing transparency practices, including the use of tools such as audits, certifications, and traceability systems.

Module 6: Data Management for Fashion Supply Chain Transparency

Learning how to collect, analyse, and report on data and information related to supply chain transparency, including sustainability metrics and performance indicators.

Module 7: Continuous Improvement in Fashion Transparency and Sustainability

Developing a process for continuous improvement in supply chain transparency and sustainability, including setting goals and measuring progress.

Module 8: The Risks and Challenges of Fashion Supply Chain Transparency

Identifying and managing risks and challenges related to supply chain transparency, such as human rights violations and environmental impacts. Understanding the legal and regulatory trends and eventual requirements related to supply chain transparency.

Module 9: Transparency Communications in the Fashion Industry

Understanding how to effectively communicate transparency efforts to internal and external stakeholders, including customers, investors, and NGOs.

Module 10: Collaboration and Networking: Building Relationships for Fashion Transparency

Building relationships and networking with other organisations and industry groups to share knowledge and best practices.

4. Certification Scheme

4.1. Certification Process

4.1.1. Eligibility Criteria

- **Educational Background:** Candidates must have completed relevant education, such as a degree or diploma in fashion, business, sustainability, or related fields.
- **Professional Experience:** A minimum number of years of experience in the fashion industry, particularly in roles related to supply chain management, sustainability, or ethical practices.
- **Completion of TRAMA Curriculum:** Full completion of the TRAMA training program, including all specified modules.
- **Practical Application:** Demonstrated application of learned skills and knowledge in a professional setting, which could include case studies, projects, or work experience.

4.1.2. Assessment Methodologies

- **Written Examinations:** Testing theoretical knowledge and understanding of the curriculum content.
- **Practical Assessments:** Evaluations based on case studies, projects, or real-world scenarios to assess the application of skills and knowledge.
- **Oral Presentations or Interviews:** Candidates may be required to present their understanding and practical applications to a panel of experts.
- **Continuous Assessment Records:** Review of ongoing performance and contributions during the training program.

4.2. Accreditation Standards

4.2.1. Compliance with EQF

- **Alignment with EQF Levels:** The certification should align with the European Qualifications Framework, ensuring that it meets the standards of learning outcomes, competencies, skills, and knowledge defined for relevant EQF levels.
- **Consistency in Training Quality:** Ensuring the training program consistently delivers the quality of education and practical learning as per EQF guidelines.

4.2.2. Industry Recognition and Validation

- **Endorsement from Fashion Industry Bodies:** Gaining recognition and validation from key fashion industry organizations and bodies to ensure the certification is respected and valued in the industry.



- Collaboration with Academic Institutions: Partnerships with universities or educational institutions to validate the academic rigor and industry relevance of the certification.
- Feedback from Industry Professionals: Incorporating feedback from industry experts and professionals to continually update and maintain the relevance and effectiveness of the certification program.



5. Learning Outcomes (LOs)

5.1. Knowledge Descriptors

5.1.1. Specific Areas of Expertise

- Comprehensive Understanding of Sustainable Supply Chain Management: Profound knowledge of how to create and manage a sustainable supply chain, including sourcing, manufacturing, and distribution.
- In-depth Expertise in Ethical Procurement and Sourcing: A thorough understanding of ethical procurement practices, including vendor evaluation and labor rights.
- Familiarity with Environmental and Social Impact Assessment: Knowledge of methods to assess the environmental and social impacts of fashion industry operations.

5.1.2. Understanding of Industry Standards

- Clarity on Global and Local Regulations: Understanding the legal and regulatory frameworks governing the fashion industry at both global and local levels.
- Familiarity with Industry Best Practices: Knowledge of best practices in the industry, including case studies of successful implementation of transparency and sustainability practices.
- Awareness of Current and Emerging Industry Trends Keeping up-to-date with the latest trends and innovations in sustainable fashion.

5.2. Skills Descriptors

5.2.1. Technical Abilities

- Proficiency in Auditing and Quality Control: Skills in conducting thorough audits and implementing quality control measures in the supply chain.
- Data Management and Analysis: Ability to collect, analyze, and interpret data relevant to supply chain transparency and sustainability.
- Implementation of Transparency Tools: Competence in deploying tools and practices such as traceability systems, audits, and certifications.

5.2.2. Soft Skills Mastery

- Effective Communication: Strong skills in communicating transparency efforts and sustainability initiatives to a variety of stakeholders.
- Problem-Solving and Strategic Thinking: Capability to address complex challenges in the supply chain and develop innovative solutions.
- Adaptability and Continuous Learning: Flexibility in adapting to new situations and an ongoing commitment to personal and professional development.

5.3. Attitude and Responsibility Descriptors

5.3.1. Ethical Commitment

- Strong Ethical Stance: Commitment to upholding high ethical standards in all aspects of supply chain management and business operations.
- Responsibility towards Social and Environmental Impact: A sense of responsibility to minimize negative social and environmental impacts in the fashion industry.

5.3.2. Leadership in Sustainable Practices

- Championing Sustainability Initiatives: Leadership in promoting and implementing sustainable practices within organizations and across the industry.
- Influencing and Inspiring Others: The ability to influence peers and higher-ups in the industry, inspiring a shift towards more ethical and sustainable practices.



6. Training Delivery and Flexibility



6.1. Curriculum Adaptability

6.1.1. Modularity for Different Professional Backgrounds

- **Flexible Module Structure:** The curriculum is designed with modularity to cater to various professional backgrounds. Each module addresses specific areas of expertise, allowing participants to choose and focus on the content most relevant to their needs.
- **Customizable Learning Paths:** The modular design facilitates customizable learning paths, enabling professionals from diverse backgrounds to enhance their skills in targeted areas of transparency management.

6.1.2. Delivery by Diverse Educational Providers

- **Collaboration with Multiple Providers:** The training program is delivered through a network of diverse educational providers, including universities, vocational training centers, and online platforms.
- **Integration with Existing Courses:** Modules are designed to be integrated with existing courses and training programs offered by these providers, enhancing the reach and applicability of the training.

6.2. Implementation Strategy

6.2.1. Partnerships with Educational Institutions

- **Building Collaborative Networks:** Establishing partnerships with various educational institutions to deliver the curriculum. These partnerships ensure that the training is grounded in academic rigor and industry relevance.
- **Resource Sharing and Standardization:** Collaborative efforts in resource development and sharing, ensuring consistency and high-quality content across different institutions.

6.2.2. Online and In-Person Formats

- **Hybrid Learning Approach:** Utilizing a hybrid approach that combines e-learning with traditional in-person methods. This approach accommodates different learning preferences and allows for greater flexibility.
- **E-Modules for Engaging Learning:** Implementing engaging, focused e-modules to deliver content in a digestible and memorable way. These e-modules are constantly updated to reflect the latest trends and changes in the transparent fashion industry.



6.3. Short Courses Package and E-Learning Strategy

- **Short, Specialized Courses:** The training program includes a package of short courses, focusing on specific aspects of supply chain management and transparency. These courses are designed to be impactful, motivational, and supportive of ongoing learning and networking.
- **Responsibility and Peer Learning:** Encouraging participants to take responsibility for their own learning and to contribute to the learning of others. The course design emphasizes action learning sets, workshops, and peer-to-peer mentoring opportunities.
- **Ongoing Support and Networking:** Participants are provided with learning materials and the option to join a professional register for continued learning and networking post-program completion.
- **E-Modules Design and Management:** The e-modules are tailored to be highly engaging and relevant, including various supporting materials like quizzes, infographics, and thematic session outlines. The design of these e-modules follows the latest e-learning techniques and methods, ensuring effective content delivery and learner engagement.
- **Comprehensive E-Learning Curriculum:** The curriculum is developed around critical learning fields such as e-classes management, e-learning course design, learning management systems, and logistics. This comprehensive approach ensures the e-material is effective and aligns with the set learning objectives.



7. Validation and Focus Group

7.1. Validation Process

7.1.1. Expert Panel Review

- Engaging a Panel of Experts: Assembling a diverse panel of experts, including academicians, industry professionals, and quality assurance specialists, to review the TRAMA curriculum and e-learning platform.
- Quality Assurance and Competency Assessment: Using a structured questionnaire, developed by FRM-it as the responsible entity for quality assurance, to evaluate the effectiveness, relevance, and comprehensiveness of the curriculum.

7.1.2. Industry Feedback

- Collating Industry Insights: Soliciting feedback from fashion industry stakeholders, including trainers, practitioners, and quality managers, to assess the practicality and applicability of the training program.
- Assessment of Training Relevance: Gauging the alignment of the training program with current industry needs and standards, particularly in relation to fashion entrepreneurship and collaboration between training centers and the fashion industry.

7.2. Focus Group Outcomes

7.2.1. Adjustments and Refinements

- Analyzing Feedback for Curriculum Improvement Utilizing the feedback from the expert panel review and industry insights to make necessary adjustments and refinements to the curriculum.
- Enhancing Engagement and Usability: Assessing the use of online tools and platforms to determine their effectiveness in engaging participants and meeting learning objectives.

7.2.2. Finalization of the Curriculum and Job Profile

- Incorporating Suggestions for Improvement: Integrating suggestions from experts and industry feedback to finalize the curriculum.
- Validation and Translation for Broader Accessibility: Ensuring the final curriculum is validated, quality-checked, and translated into local languages for wider dissemination and use at both local and EU levels.

7.3. Evaluation Indicators

- Indicators for Trainees: Measuring self-development skills, advancement in business, levels of collaboration, ICT usage, key competence development, motivation, self-confidence, and quality of projects.
- Indicators for Staff: Assessing self-development, professional quality, management skills, collaboration, ICT use, teaching skills, motivation, and trainee satisfaction.
- Indicators for Institutions/Organizations: Evaluating quality management, employee cooperation, trainee numbers, internal and external evaluation results, strategy development, and dissemination of results.
- Indicators for Local Community: Monitoring training for additional beneficiaries, support and expertise provision, cooperation with local/regional institutions, visibility, and site visits.
- Indicators for National – EU level Assessing the impact on fashion entrepreneurship training, and learning partnerships between training centers and the fashion industry.

8. Conclusion

8.1. Summary of the TRAMA Curriculum and Job Profile

The TRAMA curriculum and job profile have been meticulously developed to address the growing need for transparency and sustainability in the fashion industry. The curriculum encompasses a comprehensive set of modules ranging from sustainable supply chain management to ethical practices and circular fashion. It aims to equip professionals with the necessary skills and knowledge to become effective Transparency Managers, responsible for overseeing and ensuring ethical practices throughout the fashion value chain.

8.2. Anticipated Impact on the Fashion Industry

The introduction of the Transparency Manager role, backed by a robust training program, is expected to have a significant impact on the fashion industry. It will:

- **Enhance Professionalism:** Increase the level of professionalism within the industry, contributing to a broader understanding and implementation of sustainable and ethical practices.
- **Drive Industry Change:** Encourage a shift towards more transparent, responsible, and sustainable practices across all levels of the fashion value chain.
- **Reduce Unemployment:** By creating new job opportunities and enhancing skills, the program aims to contribute to the reduction of unemployment in the fashion sector.
- **Promote Global Standards:** Incorporate global standards like the UN Guiding Principles for Business and Human Rights, ensuring a comprehensive approach to sustainability.

8.3. Next Steps and Implementation Plan

Next Deliverable - Module Development

The immediate next step is to finalize the development of the actual training modules, integrating the elements selected by the partners. This includes topics like sustainable fashion governance, circular fashion, value chain impact measurement, and sustainable business partnerships.

R2 - Broad Certification and Training

The TRAMA program is designed to certify any professional involved in the fashion value chain, promoting widespread transparency and ethical practices. The training will be offered in both synchronous and asynchronous formats to cater to various learning preferences.

Continued Curriculum Development

Partners will continue to explore and blend various topics, ensuring the curriculum remains relevant and comprehensive. Topics under further investigation include sustainable fashion governance, the UN Guiding Principles, sustainable global value chains, and innovative approaches to sustainable fashion.

Implementation of Learner-Centered Training

The program will be delivered in a flexible, learner-centered manner, focusing on enhancing a set of skills and competencies crucial for the role of a Transparency Manager. This approach ensures that participants gain the necessary expertise to effectively perform their jobs.

