

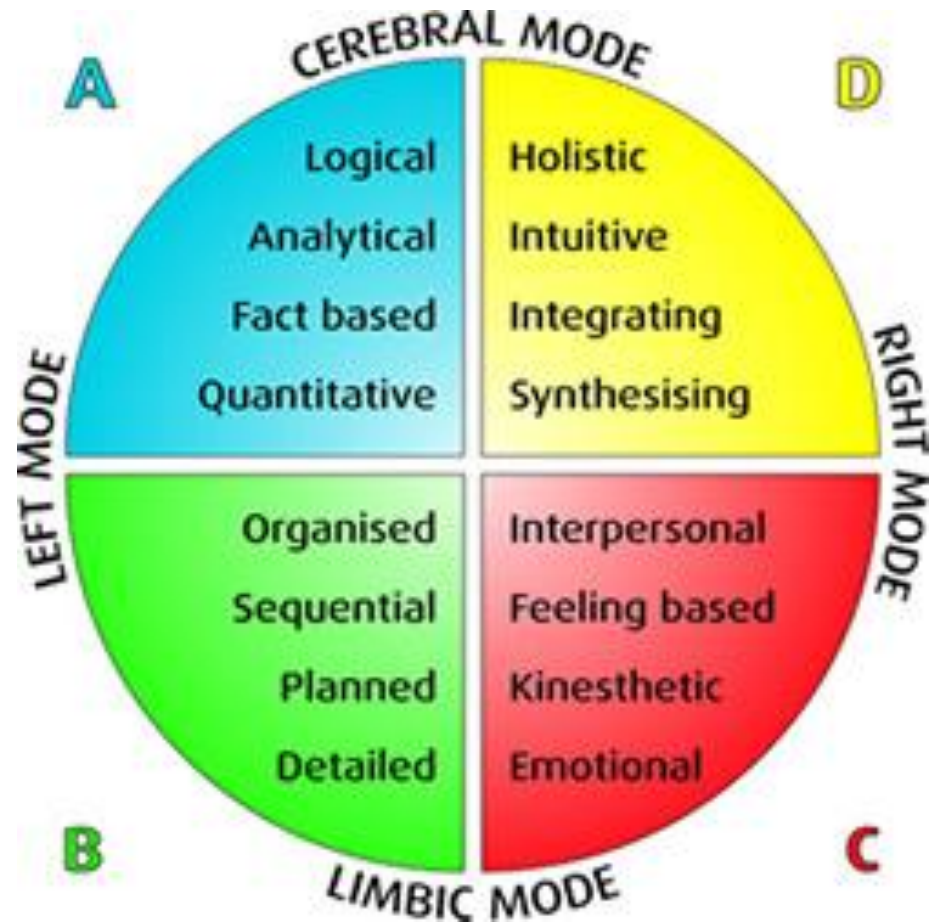
# Hiring, training, and managing internal inspectors in China

# 1. Hiring

## Different profiles on the job market

- The employee with experience in a trading company (merchandiser, purchaser...)
- The inspector with in-factory experience
- The inspector with experience in a trading company
- The professional third-party inspector
- The fresh graduate
  - From college? From high school?

# 1. Hiring



## 2. Training

### **You need to get this right from the start**

- Bad habits die hard
- The mountains are high and the emperor is far away

### **Effectiveness first, efficiency second**

- Certain things cannot be skipped
- Some others can be skipped if insufficient time

### **Documents should guide the inspector**

- Sections should follow a certain sequence
- Critical checkpoints need at least a “✓”

Checkpoints 检查点	Standard 要求参考	Check on 检查数量	OK 通过	NO 不通过	N/A 没有
<b>Carton 纸箱</b>					
Carton markings 箱唛	Matrix set	1 <u>ctn</u> / color / size 每色每码 1 箱			
Carton wall thickness 纸箱箱壁厚度	Matrix set	1 <u>ctn</u> 1 箱			
Carton gross weight 纸箱毛重	Matrix set	1 <u>ctn</u> in middle size/ref 中码 1 箱			
Carton size 纸箱尺寸	Matrix set	1 <u>ctn</u> in middle size 中码 1 箱			
Quantity and breakdown inside cartons 纸箱里的装箱数量及明细	Packing list 装箱单	3 <u>ctns</u> per reference 每款 3 箱			
Quantity, colors, sizes inside the box match the carton markings? 每箱的数量, 颜色及码数是否与箱唛一致。	--	3 <u>ctns</u> per reference 每款 3 箱			
Bands and staples on <u>cartons</u> 纸箱上的打包带和铁钉	Matrix set	All picked <u>ctns</u> 所有抽取的纸箱			
Cardboard separation inside cartons 在纸箱里用于分隔硬纸板的	Matrix set	All picked <u>ctns</u> 所有抽取的纸箱			
Cartons are not too empty or too full 纸箱不能太满或太空	--	All picked <u>ctns</u> 所有抽取的纸箱			
Other instructions about cartons 纸箱其它要求	Matrix set	--			

<b>Polybag 胶袋</b>					
Use of master polybags 大胶袋的使用	Matrix set				
Qty of garments in a single polybag is correct 在每个单独的胶袋里的服装数量是否正确。	Matrix set	1 polybag / size / color 每码每色一个胶袋			
Use of individual polybags 独立胶袋的使用	Matrix set	All picked samples 所 有抽取的样品			
All bags are properly sealed 胶袋是否封口正确	--	All picked samples 所 有抽取的样品			
Bag has size sticker, which is conform 袋子上的尺码贴纸是否有确认一致	Matrix set	All picked samples 所 有抽取的样品			
Warning text on polybag 胶袋有警告语	Matrix set	1 polybag / size 每码 1 个胶袋			
Other instructions about polybags 其他关于胶袋的要求	Matrix set	All picked samples 所 有抽取的样品			

<b>General look (line up all samples on the table) 总体外观(在桌子上把所有的样品排成一排)</b>					
Garments on hanger look good. No wrinkles, no fold marks. 产品在衣架上看起来很好, 没有皱, 没有折痕	--	All picked samples 所有抽取的样品			
Folding method 折叠方式	Matrix set	All picked samples 所有抽取的样品			
Unpacked garments look good. 打开衣服看起来很好	--	All picked samples 所有抽取的样品			
Unpacked garments look as intended 打开衣服看起来跟要求一样	Matrix set, PP sample Matrix set, 产前样	All picked samples 所有抽取的样品			
When bras are flat on the table: the wings don't go up 当胸围被平放在桌子上时, 侧比不会向上弯。	--	All picked samples 所有抽取的样品			
Center front: bra looks good, is symmetrical 鸡心位: 胸围看上去很好, 左右对称	--	All picked samples 所有抽取的样品			
No strong color shading between different garments 不同衣服之间没有明显的色差	--	All picked samples 所有抽取的样品			
No color shading on the same garment 同一件衣服上没有色差	--	All picked samples 所有抽取的样品			
(If there is a print) Prints look nice. (如果有印花) 印花看起来是否好的	--	All picked samples 所有抽取的样品			

<b>Hanger 衣架</b>					
<b>Presence of a hanger?</b> 是否有衣架	Matrix set	All picked samples 所 有抽取的样品			
(If hanger) hanger is conform (如果有衣架) 衣架是否和要求的一致	Matrix set	All picked samples 所 有抽取的样品			
(If hanger) other instructions about hangers (如果有衣架) 衣架其它要求	Matrix set	--			
<b>Hangtag 挂牌</b>					
<b>Presence of hangtag</b> 是否有挂牌	Matrix set	All picked samples 所 有抽取的样品			
(If hangtag) placement of hangtag (如果有挂牌) 挂牌的位置	Matrix set	All picked samples 所 有抽取的样品			
(If hangtag) the right size is indicated on the hangtag (如果有挂牌) 挂牌上标明的尺码是否正确	Compare with size label 和尺码标对比	All picked samples 所 有抽取的样品			
(If hangtag) hangtag quality and color (如果有挂牌) 挂牌质量及颜色	Matrix set	All picked samples 所 有抽取的样品			



<b>Barcodes 条形码</b>					
<b>Presence of barcode</b> 是否有条形码		All picked samples 所 有抽取的样品			
(If barcode) placement of barcode (如果有条形码) 条形码的位置		All picked samples 所 有抽取的样品			
(If barcode) the barcode number (printed below the bars) is correct (如果有条形码) 条形码下的数字是否正确		All picked samples 所 有抽取的样品			
<b>Labels 唛头</b>					
<b>Placement of labels</b> 唛头的位置		All picked samples 所 有抽取的样品			
<b>Main label</b> 主唛		All picked samples 所 有抽取的样品			
<b>Size label</b> 尺码唛		All picked samples 所 有抽取的样品			
<b>Care label</b> 洗水唛		All picked samples 所 有抽取的样品			

<b>Product 产品</b>					
No <u>bartack</u> seams are missing 确保骨位没有漏打枣	P-P sample 产前样	All picked samples 所 有抽取的样品			
Pull on <u>overlock</u> seams, check if it resists 拉下及骨的缝位，检查是否牢固	--	All picked samples 所 有抽取的样品			
Pull on <u>zigzag</u> stitchings, check if it resists 拉下人字线，检查是否牢固	--	All picked samples 所 有抽取的样品			
No more than 1.5cm <u>wireplay</u> 钢圈虚位不超过 1.5CM	--	All picked samples 所 有抽取的样品			
Other product details 其他产品详情	P-P sample 产前样	All picked samples 所 有抽取的样品			
<b>Special tests 额外测试</b>					
Seam strength (both sides, normal force) 缝位强力（用正常的力度左右扳缝位）	--	1 piece / color 每色 1 件			
Check color fastness dry rubbing with white tissue/cotton fabric 色牢度对干擦：用白布或白纸巾干擦	--	1 piece / color 每色 1 件			

# 3. Managing

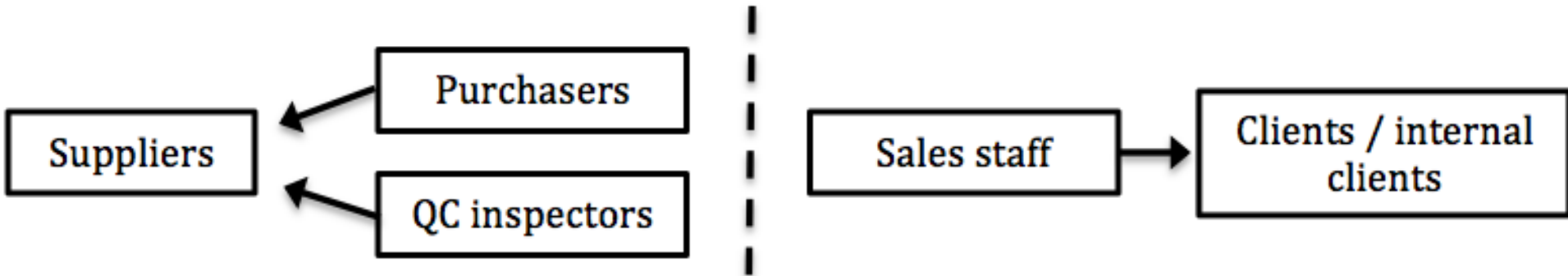
## **Classroom training is useless - coach in the field!**

You will see many problems:

- Insufficient quantity presented
- Poor sampling of cartons
- Poor sampling of products
- Exclusive focus on certain checkpoints
- Loss of context
- No careful inspection of 1 production sample (vs. ref. sample)
- Inconsistent measurement or testing methods
- Inconsistent classification of defects
- Poor presentation of problems to factory
- Bad cameras, poor photo taking skills
- Etc.

## 4. The company structure

### Traditional organization



## 4. The company structure

### A more open structure

- Team of 1-3 merchandisers
- A few inspectors dedicated to that team
- Merchandisers spend 1-2 days a week in factories

