



**TOP GLOVE, TOP QUALITY, TOP EFFICIENCY  
GOOD HEALTH, SAFETY FIRST & BE HONEST  
F19/20**

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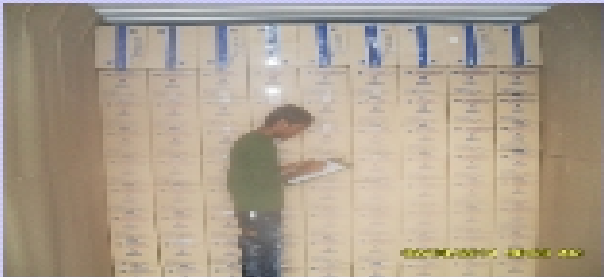


# **SHORTAGE/SURPLUS ROOT CAUSE & PREVENTIVE ACTION**

**PRESENTED BY  
PUON TUCK SENG  
DEPUTY GENERAL MANAGER**

**PREPARED BY  
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PQC ENGINEER / PACKING & WAREHOUSE EXECUTIVE**

# INTRODUCTION

- 3 types of shortage/surplus:

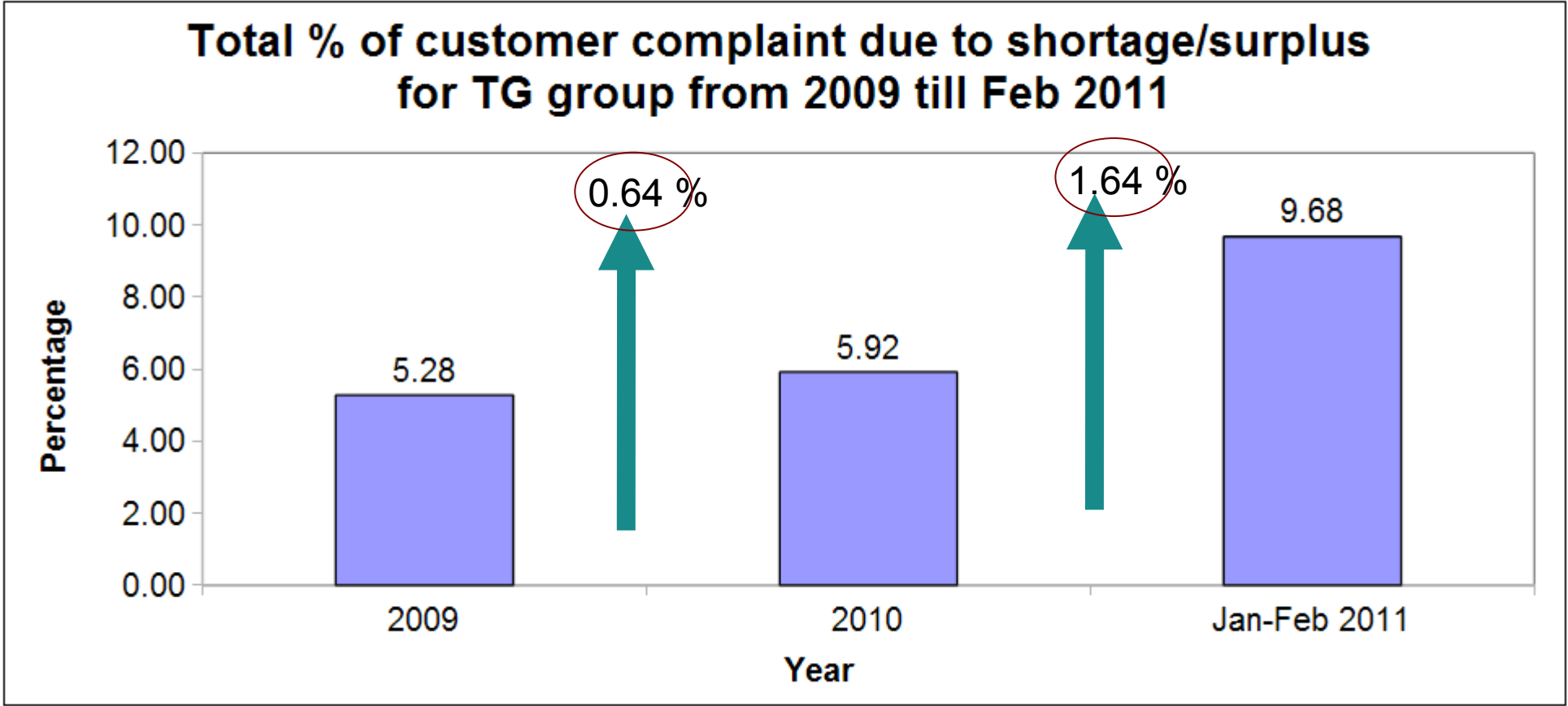
No	Shortage/surplus type	Picture
1	Carton inside container	
2	Inner inside carton	
3	Gloves inside inner/bag	

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# ANALYSIS OF CUSTOMER COMPLAINT



Year	2009	2010	Jan - Feb 2011
Total number of customer complaint	360	490	62
Total complaint due to shortage/surplus	19	29	6
% of shortage/surplus	5.28	5.92	9.68

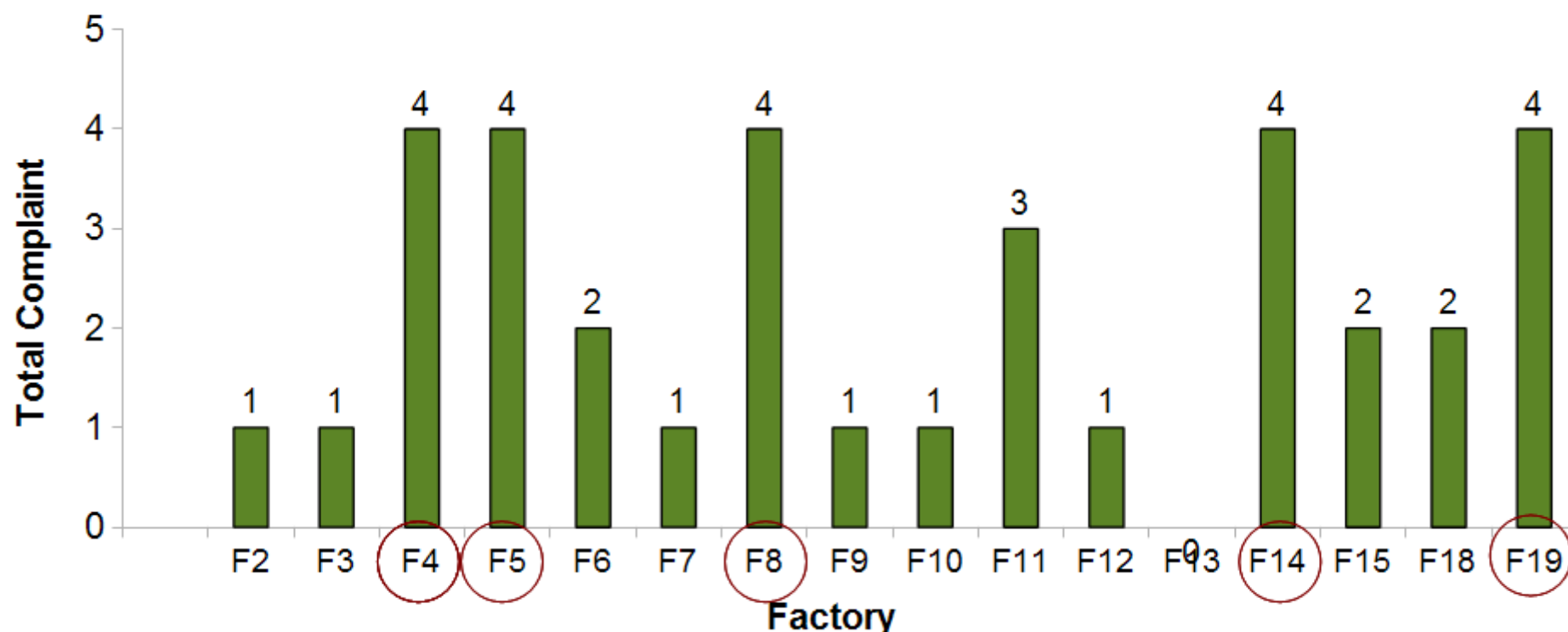
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# ANALYSIS OF CUSTOMER COMPLAINT

Number of complaint due to shortage/surplus from  
2010 till Feb 2011 by Factory



Factory		F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F18	F19
Year	2010	1	0	2	4	2	1	3	1	1	3	1	0	4	2	0	4
	Jan - Feb 2011	0	1	2	0	0	0	1	0	0	0	0	0	0	0	2	0
Total		1	1	4	4	2	1	4	1	1	3	1	0	4	2	2	4

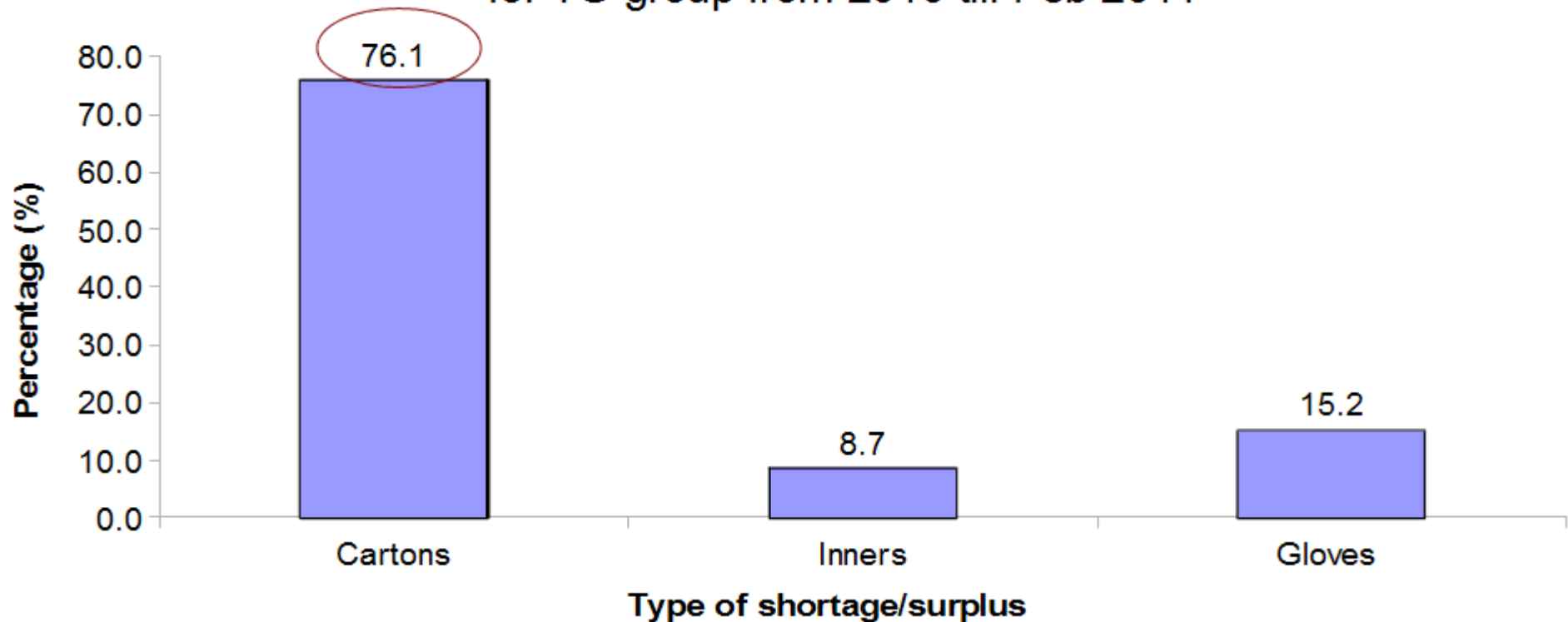
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# ANALYSIS OF CUSTOMER COMPLAINT

Total % of shortage/surplus by type (cartons, inners & gloves)  
for TG group from 2010 till Feb 2011



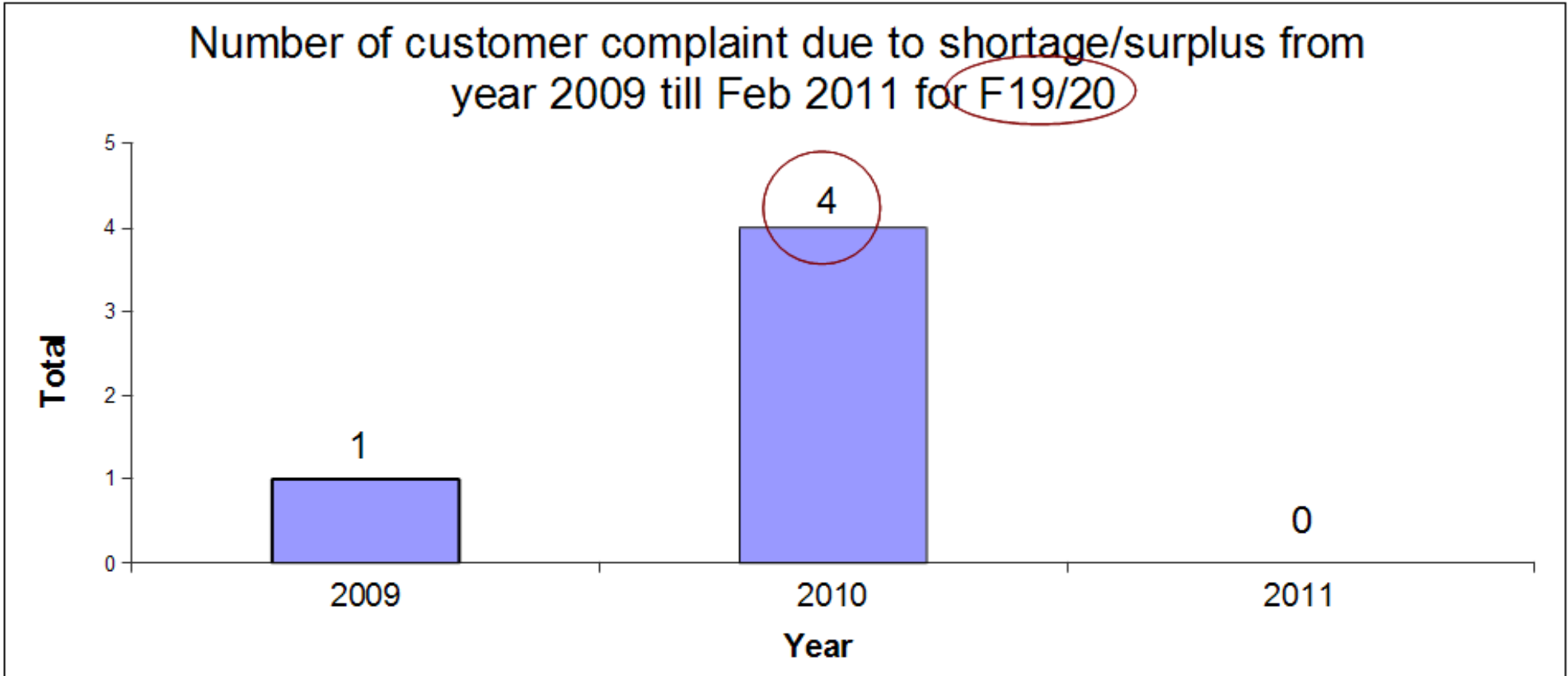
Type of shortage/surplus	Cartons	Inners	Gloves
Total number of customer complaint	35	4	7
% of shortage by type	76.1	8.7	15.2

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# ANALYSIS OF CUSTOMER COMPLAINT



Year	Total
2009	1
2010	4
2011	0

Customer complaint	Shortage/Surplus		
Type of shortage/surplus	Cartons	Inners	Gloves
No. of complaint	4	0	1

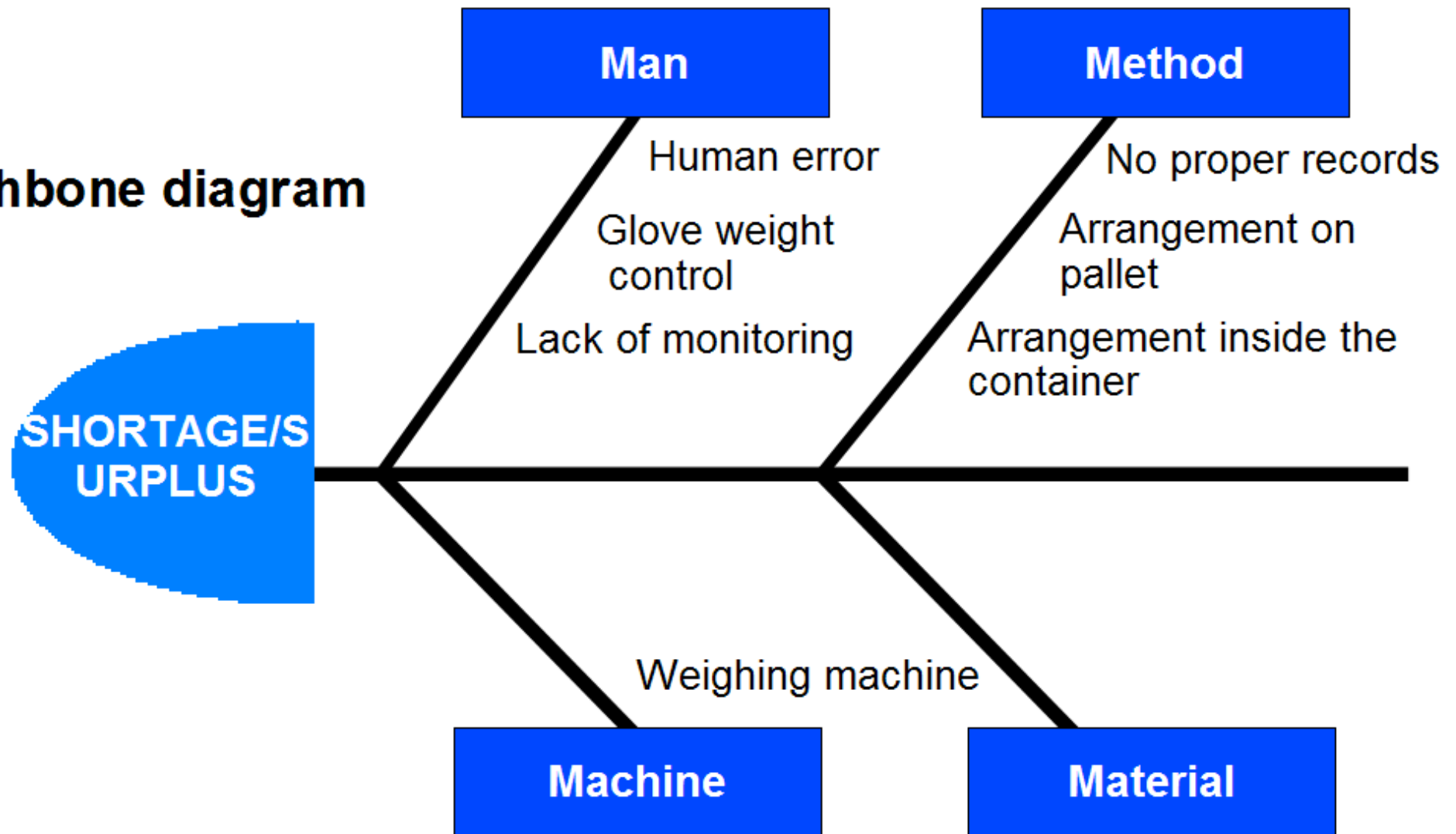
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# ROOT CAUSES

**Fishbone diagram**



# Man

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Root Cause	Shortage/ Surplus type	Department at fault	Description
Human error	Cartons	Warehouse	(a) Worker <b>forget to insert the damaged carton after replacing</b> the carton with the new one
			(b) Worker <b>forget to include carton after CCF</b> inside the container
	Inners	Packing	(a) Shortage of inner <b>due to miscounting</b>
		QA	(a) <b>Inner taken out during 3rd party inspection is not inserted back</b> inside the carton after inspection
	Gloves	Packing	(a) Packer <b>forget to replace the defected gloves</b> during packing
			(b) <b>Miscounting during weighing the glove</b>
		QA	(a) <b>Forget to replace gloves</b> after pre-shipment checking

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Root Cause	Shortage/Surplus type	Department at fault	Description
Glove weight control	Gloves	Production	(a) Production did not control the glove weight properly causing <b>inconsistent glove weight</b> being produced. This has cause <b>miscounting of pcs when weighing the glove</b> during packing
Lack of monitoring	Cartons	Packing	(a) Leader & supervisor <b>did not properly check &amp; count properly the cartons arrangement on pallet</b> (possible the packing boy did not arrange the cartons on pallet properly)
	Inners		(b) Leader & supervisor <b>did not monitor properly the inner</b> inside carton before taping

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# Method

Root Cause	Shortage/Surplus type	Department at fault	Description
No proper records	Cartons	Packing	(a) <b>No records of cartons taking during CCF</b> – when & how many carton taking
	Inners	QA	(b) <b>No records of cartons taking during 3<sup>rd</sup> party inspection</b>
Arrangement on pallet	Cartons	Warehouse	(a) <b>Insufficient of cartons on the pallet</b> during loading due to CCF, damage carton & etc.
		Packing	(a) <b>Different quantity of carton in one pallet for the same order</b> e.g:- Pallet no. 1 arrangement is 80 cartons/pallet but pallet no.5 & no.9 are arranged 96 cartons/pallet
Arrangement inside the container	Cartons	Warehouse	(a) <b>Shortage of cartons at the row inside the container during loading.</b> e.g:- The row can be insert around 82 carton however loading boy only arrange the 80 carton on that row.

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# Machine



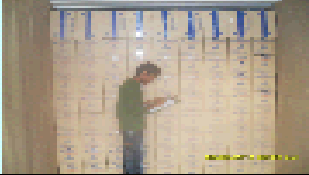
Root Cause	Shortage/Surplus type	Department at fault	Description
Weighing machine	Gloves	Calibration/ Packing	(a) The weighing machine did not give accurate value when packing boy weight the gloves e.g:- the machine shows 10 pcs of gloves but when counting properly only have 9 pcs of glove

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# PREVENTIVE ACTION

Shortage/Surplus type	Preventive action taken	
Cartons	Immediately put the cartons inside the container after replacing the damage cartons	
	Packing leader to check and monitor every layer of goods arranged with same number of cartons for the same order	
	Supervisor & leader to arranged and ensure all pallets with the standardized quantity before store in the warehouse	
	All containers must be parked under CCTV survilience for better monitoring purpose	
	To count & record the number of carton on the pallet before loaded into the container	
	To count & record every row of cartons arranged in the container	
To have a records of number of cartons taken during CCF so to alert the cartons in container is not enough		

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# PREVENTIVE ACTION

Shortage/Surplus type	Preventive action taken
Inners	<b>To train packing boy with 5 point check procedure</b> to ensure quantity of inner is enough before taping the carton
	<b>QA to have a records</b> of when & how many inner taken during 3 <sup>rd</sup> party inspection.
	Also to record when the inner is being place back inside the carton with witness
Gloves	<b>To train &amp; retrain packing boy</b> to be more alert on counting the gloves during packing
	<b>Packing to ensure all the weighing machine is in good condition</b>
	<b>Production to control the glove weight</b> & ensure the glove weigh is consistent at all time
	<b>Calibartion team to have frequent check on the weighing machine</b> and to ensure the weighing machine fit for use.
	<b>Preshipment &amp; packer to replace back the gloves</b> if found the quantity of gloves after counting is not enough

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# CONCLUSION

- Based on the analysis, the highest complaints due to shortage/surplus of cartons inside the container
- Most of the root cause for shortage/surplus is due to human error, not following properly the work instructions & lack of monitoring.
  - Eg of work instructions :- 5 point check procedures, arrangement cartons on pallet, loading arrangement, loading records & etc
- In order to prevent shortage/surplus complaints we must train & retrain all manpower (warehouse, packing, QA & production) to follow properly the work instructions.
- Also to have proper records & checklists for consistent monitoring purpose
- To study further on automation to get accurate results.

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THANK  
YOU