International Labour Organization

Transferring garments

Finishing operations

Factory Improvement Toolset

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Factory Improvement Toolset

The Factory Improvement Toolset (FIT) is an innovative self-facilitated, activity-based learning approach designed by the International Labour Organization (ILO) to create more decent and sustainable employment. FIT supports manufacturers in global supply chains to improve productivity, competitiveness and working conditions by upgrading production systems and factory practices.

FIT has been developed to be a sustainable, time- and cost-efficient option for supporting factories to enhance productivity through improved business practices and working conditions. FIT focuses on areas of production improvement and actions to be taken specific to each participating factory. It can be utilized as stand-alone learning tools or to complement other training programmes.

With each module lasting no more than 2.5 hours, FIT enables factories to train personnel, whilst minimizing interference with production realities. The easy-to-use methodology makes it possible to rapidly scale the implementation to reach a large cohort of trainees across multiple production facilities.

Working in small groups, participants review real-life situations and engage in discussions to determine improvements to be made in factory without an external trainer or specialist. This self-facilitated, activity-based and highly participatory learning approach positions participants as both student and teacher and makes the toolset self-tailored to the needs and interests of each group.

About this module

This FIT module on Transferring garments is a training for garment manufacturers to improve finishing operations. Participants will work on transferring and receiving garments, then recording received quantities in the finishing room. This module takes about 2 hours to complete.

Upon completion of the training, participants should have:

- Discussed in-line finishing and its applicability to their own factory.
- Learnt how to transfer and receive garments from sewing / washing in a systemic way using Garment Transfer Notes.
- Learnt how to record received garment quantities in a finishing room record.

The **Factory Improvement Toolset** of the **International Labour Organization (ILO)** are developed and provided by the ILO's **Enterprises Department**.

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Guidelines for successfully using the training tool

Read out-loud

The FIT tool is designed for participants to take turns reading the instructions in the modules out loud to the group. At least one member of the group should be selected in the beginning of the session to take this responsibility.

Work as a group

Always work in groups of 5-7 during a FIT session. The programme will not be successful if participants work independently or do not collaborate with each other.

Be active

Encourage everyone in the group to actively contribute to the discussion. Ensure that no group member dominates the discussion or does not participate at all.

Monitor the time

Select one member of the group to monitor the time for each activity and remind the group when it is time to move to the next exercise.

Complete the action plan

Complete the action plan at the end of the session. This will help ensure that FIT results in improvements in the factory. Review the plan a while after the session to make sure that actions in the plan has been completed accordingly.

Icons

A set of icons is used throughout the modules to provide easy to recognize reference points for different tasks within each session and activity.

Read out loud

One member of the group should read out loud to the rest of group.

Knowledge link

Knowledge and skills are linked to other FIT learning resources and support.

Time allotted

Indicates how much time each sessions and activity should take.

Supplies needed

Indicates that supplies may be necessary to complete the session.

Begin step-by-step instructions

Indicates that the step-by-step instructions for an activity are beginning.

Think about it

Indicates additional information for the participants to think about.

Measuring your performance

Measuring operational efficiency is a key aspect of running a productive factory. The box(es) below guides you in understanding which measurement indicator(s) can be used to measure and evaluate the performance of your factory in relation to the topics covered in the FIT finishing operations series.

Indicator 1	**Defect per hundred units - DHU (%)**
Definition	The amount of defects found in average per 100 inspected pieces or garments. The lower the DHU, the higher the quality in your factory. It can be calculated separately for each line, or for all lines together.
Purpose	To understand quality in your finishing room, set a quality improvement target, and begin to identify ways to reduce defects and improve garment quality.
Calculation	(total # defects found / total # of pieces or garments inspected) x 100% Notes: • It is better to calculate this separately for in-line and end-line inspections. • If only the end-line calculation is taken but in-line inspection is also recorded, add defects found in in-line and end-line, however, do not add up garments inspected at in-line (only take the end-line count).
Frequency	Calculate daily (for each line or all lines), then calculate a monthly average.
Responsible	Finishing room manager / Line supervisor / Quality checker

Indicator 2	**Shipment audit passing rate (%)**
Definition	The proportion (percentage) of shipment audits (or buyers' audit) that your factory passed on the first trial (the first time the audit was conducted).
Purpose	To understand the quality of your production operations, set a quality improvement target, and begin to identify ways to improve garment quality in the factory.
Calculation	(# of shipment audit passed the xth time / total # of shipment audits) x 100% Note: # of shipment audits passed = # of shipment audits passed on the first trial (the first time the audit is conducted) Similarly, the factory must also calculate the shipment audits passed 2nd time and so on ….
Frequency	Calculate monthly.
Responsible	Finishing room manager / Shipping clerk

Session 1

Business case study

Goals

Preparing you for the type of discussions you will have with other group members throughout the learning module and understanding the benefits of being exposed to different perspectives.

Understanding better why good finishing practices is important in the factory.

Session 1

Overview

One member should read the full session out loud to the rest of group

15 minutes

Learning manual, pens, markers and poster paper

A business case study presents a real-life situation for learners to reflect on and discuss with other group members. By discussing the case, students learn from others' ideas and perspectives, and develop an understanding of the topic at hand within the workplace.

One group member reads the case study out loud

The whole group discusses the case study

Everyone develops a deeper understanding of the topic

Activities

Activity

1

15 minutes

Case study review and respond

The case study below presents a situation that could happen in real life.

Instructions:

1) As a group, listen to one member read the case study below while following along in your learning module.

Rani is a new finishing manager at the HS factory. She oversees all finishing operations. At HS factory, the system for transferring garments from the sewing lines to the finishing lines is quite poor. Workers simply bring batches from the sewing lines and store them in wheeled carts at the entrance of the finishing room. Then, a clerk has to identify which batches should be handed to which lines. Nothing is recorded. This creates many delays and many mistakes. Garments also get lost or misplaced, and need to be re-cut and re-sewn. It costs the factory a lot of time and money.

To improve the system, Rani makes several changes. First, she consults with the sewing manager. Together, they agree to start using Transfer Notes to transfer garments, stating which quantity of which garments is being sent to which line. Garments are directly transferred to the corresponding line and quantities verified. Missing quantities are reported to the sewing lines. Then, line supervisors are trained in recording received quantities in a finishing room record. This helps track received quantities for each order, and identify any missing quantities rapidly.

Thanks to these changes, garments can now be transferred on time to the right line. Mistakes and delays are avoided, and garments do not get misplaced. This saves the factory a lot of time and costs.

2) Together, discuss Rani's situation by answering the three questions in table 1 on the next page.

Table 1. Questions about Rani's situation
1. What problems has Rani identified? What impact do these problems have on the factory and its workers?
2. What does Rani do or change in order to solve these problems?
3. What are the results of Rani's solutions for the factory and its workers?

This page has been intentionally left blank and can be used for note taking.


KHÔNG ĐẠT
C4-1

Session 2

Learning about the topic

Goals

Learning about in-line finishing and evaluating whether it is an option for your factory.

Learning how to use Garment Transfer Notes and discussing good receiving practices.

Learning how to record received garment quantities in the finishing room.

Session 2

Overview

One member should read the full session out loud to the rest of group

90 minutes

Learning manual, pens, and markers

This training module helps you improve your finishing operations by focusing on transferring and receiving garments. Good transferring procedures allow for good coordination with the sewing room and/or washing room or washing plant. Good receiving and record-keeping practices minimize damage, waste or loss of materials. Throughout this module, you will work on the three steps below.

Transferring garments

Receiving garments

Recording received quantities

First, you will discuss your finishing process and learn about in-line finishing. Then, you will learn more about how to transfer and receive garments in the finishing room using Garment Transfer Notes. Finally, you will practice recording received garment quantities.

Activities

Activity

2a

15 minutes

In-line finishing

Finishing involves a series of activities to make a garment look and feel complete for customers. To gain time and increase productivity, you can use an in-line finishing process. In this activity, you will discuss the finishing process and how to improve your own.

Instructions:

1) Together, read through the list of finishing operations in table 2, and put them in the right order. Solutions are at the bottom of the page.

2) Have a participant read aloud the information in table 3. Then, together, discuss: What are the advantages and disadvantages of in-line finishing? Is it suitable for your factory?

Table 2. Finishing garments

Stain removal, Folding, Dispatching (shipping), Washing, Needle detection, , Tagging, Cartooning, Button attaching, Warehousing, Pressing, Final inspection & alteration, Packing, Receiving garments, Checking & thread cutting.

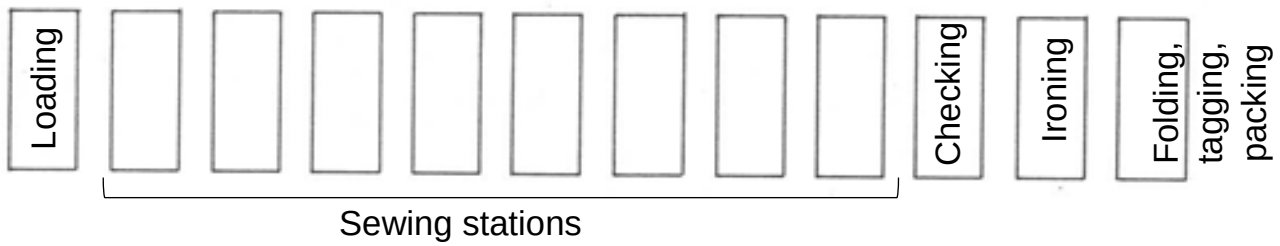
#	Operation	#	Operation
1		8	
2		9	
3		10	
4		11	
5		12	
6		13	
7		14	

Solutions: Receiving, Washing, Checking & thread cutting, Needle detection, Button attaching, Stain removal, Final inspection, Ironing, Tagging, Folding, Packing, Cartoning, Warehousing, Dispatching.

In this module, you will focus on receiving garments from sewing / washing. To learn more about other finishing operations, ask for the “Washing garments”, “Finishing garments”, “Final inspection”, “Packing garments” and “Dispatching garments” modules.

Table 3. In-line finishing

In the **in-line finishing system**, finishing is done directly in the sewing lines (by adding the necessary workstations). These activities include: Checking (inspection), ironing, folding, tagging and packing. It is difficult to use this kind of line if washing is involved in the process.



Together, discuss: What are the advantages and disadvantages of in-line finishing? Is it suitable for your own factory? Why or why not? Think of your layout, garment type and production processes.

Example: Reducing garment transportation.

For non-wash garments, using **in-line finishing** is highly recommended. It reduces WIP and transportation time, increasing productivity. If in-line finishing cannot be used, garments should be transferred from the sewing lines / washing room / plants using Garment Transfer Notes.

Activity

2b

25 minutes

Transferring garments

If in-line finishing cannot be used, garments should be **transferred** from the sewing lines or the washing room / plant to the finishing room. Garments should be transferred using Garment Transfer Notes (GTN). In this activity, you will learn how to better transfer garments.

Instructions:

1) Together, look at the example of a GTN with explanations in table 4.

2) Have a participant read aloud the scenario in table 5, then, together, use it to fill in the GTN in table 4 (shaded cells).

3) Together, read through the steps for using GTN in table 6, and put them in the right order by writing a number from 1 to 7 in the right column. Solutions are at the bottom of the page.

Table 4. Garment Transfer Notes

GTNs go through two different departments, who each fill in different parts:

- **Sewing / washing room / plant** → No., Date, Order#, Style#, Description, Size, Colour, Quantity sent, Garment #, Sent by, Manager's signature, From, To.
- **Finishing room** → Quantity received, Received by, Manager's signature.

Garment Transfer Note

No.: 8392	**Date:** February 9, 2019	**Order #:** 5467		**From:** Sewing line #2		**To:** Finishing line A
Style#	Description	Size	Colour	Quantity sent	Quantity received	Transferred Garment #
F8821	Women's long-sleeve blouse	S	White	200		201~400
			Total			

Sent by:	*Line supervisor*	Received by:	*Line supervisor*
Manager's signature	*Sewing manager*	Manager's signature:	*Finishing manager*

Table 5. Requisition notes

Scenario:

On February 9, the sewing manager approves GTN #8392 for order #5467, to transfer the following garment batches from sewing line 2:

- 200 pieces for style F8821, size S, colour White, ID# 201 to 400. *[Example]*
- 200 pieces for style F8821, size M, colour White, ID# 401 to 600.
- 300 pieces for style H3452, size XS, colour Pink, ID# 1 to 300.
- 400 pieces for style H3452, size S, colour Pink, ID# 301 to 700.
- 150 pieces for style H3452, size L, colour Pink, ID# 701 to 850.

Table 6. Using GTNs

Steps	#
Copy A is sent to the finishing room for garment pickup and record-keeping.	
The finishing room manager / clerk records the quantities received in a record.	
The finishing room (workers) picks up the garments using Copy A.	
Sewing room workers prepare the garments for transfer using the note (Copy B).	
The sewing manager approves the transfer and signs the note.	
The line supervisor fills in a GTN to indicate the quantity that is being transferred.	
The sewing room clerk makes two copies (A, B) of the approved & signed notes.	

Materials should be **transferred** according to the production schedule prepared by the finishing manager, in line with the latest overall Production schedule. This avoids materials being received too late and delaying production, or materials being received too early and getting lost or damaged in storage.

Solutions: 4, 7, 6, 5, 2, 1, 3.

Activity

2c

25 minutes

Receiving garments

Garments transferred from the sewing lines / the washing room / plant are **received** by the corresponding finishing line in the finishing room. Good receiving procedures are important to track production, avoid delays and loss of garments. In this activity, you will learn how to better receive garments.

Instructions:

1) Together, read through the list of good receiving practices in table 7, and put a ✓ on the right if you do it in your factory.

2) Have a participant read aloud the scenario in table 8. Then, together, use the information in the scenario to fill in the GTN.

3) Together, answer the X questions in table 9. Solutions are at the bottom of the page.

Table 7. Receiving garments

Good practices	✓
1. There should be racks available to store Line out (sewn) garments at the end of each sewing line while awaiting transfer.	
2. Garments cannot be transferred to finishing without the GTN being approved first.	
3. Finishing line supervisors receive and fill in GTNs and have them approved and signed by the manager.	
4. Finishing room designated workers are trained in reading GTN and using them to receive / pick up materials.	
5. Workers check the information on the GTN before transferring / receiving the prepared garments to the finishing room.	
6. Garments are transferred using trolleys or wheeled rails to avoid injury to workers and damage to the garments.	
7. Garments are always led to the finishing room via the same specific path, highlighted with yellow colour markings.	
8. There is a specific area in the finishing room to receive garments, clearly indicated. Garments are received on the day before finishing to avoid delays.	

9. Garments are stored at the start of the finishing line to which they will be fed. Each line should have rack space available for incoming garments.	
10. Received quantities are systematically recorded in a finishing room record.	

Table 8. Garment Transfer Notes

Scenario:

On February 9, the finishing manager approves GTN #8392 for order #5467, to transfer five garment batches from sewing line 2 to finishing line A. The finishing line supervisor verifies the batches after receiving them. She finds the following quantities:

- 200 pieces for style F8821, size S, colour White. *[Example]*
- 198 pieces for style F8821, size M, colour White.
- 302 pieces for style H3452, size XS, colour Pink.
- 399 pieces for style H3452, size S, colour Pink.
- 150 pieces for style H3452, size L, colour Pink.

Garment Transfer Note

No.: 8392	**Date:** February 9, 2019	**Order #:** 5467		**From:** Sewing line #2		**To:** Finishing line A
Style#	**Description**	**Size**	**Colour**	**Quantity sent**	**Quantity received**	**Transferred Garment #**
F8821	Women's long-sleeve blouse	S	White	200	200	201~400
F8821	Women's long-sleeve blouse	M	White	200		401~600
H3452	Women's short-sleeve shirt	XS	Pink	300		1~300
H3452	Women's short-sleeve shirt	S	Pink	400		301~700
H3452	Women's short-sleeve shirt	L	Pink	150		701~850
			Total	1250		/

Sent by:	*Line supervisor*	Received by:	*Line supervisor*
Manager's signature	*Sewing manager*	Manager's signature:	*Finishing manager*

Table 9. Practice questions
1. What is the total quantity sent on February 9? What is the total quantity received?
2. Which received batches did not correspond to the sent quantities indicated on the GTN? 2nd, 3rd, 4th
3. Is this transfer acceptable? What should the line supervisor do?

When quantities go missing, the missing garments must be quickly traced (easier if garments are piece numbered). The transfer can still be accepted, with a remark on the GTN or record, to be updated once the missing garments are found.

Solutions: 1. Total sent = 1,250; Total received = 1,249. 2. The 2nd, 3rd and 4th batches. 3. See text box above.

Activity

2d

25 minutes

Recording received quantities

After garments have been received, they can be input (fed) to the finishing lines. All received quantities should be **recorded** with precision. In this activity, you will discuss why and how this information should be recorded.

Instructions:

1) Together, discuss: Why is it important to record received quantities? Then, have a participant read aloud the text box below.

2) Together, look at the scenario in table 10. Then, fill in the finishing room record (shaded cells) in table 11. The first row is filled in to help you.

3) Together, discuss the four questions in table 12. Solutions are provided at the bottom of the page.

A **finishing room record** is a logbook which helps you track when each garment is received and input in the line, for each style, colour, and size. Each line should have its own record. Use a separate page for each style order, and update records daily.

Table 10. Scenario

Scenario: Finishing line supervisor Em fills in the record for line A for style #78954 in colour White, order #5467 for buyer QAL Co. Order quantity is 3500 garments.

- On April 9, 800 garments are received (200S, 400M, 200L). *[Example]*
- On April 10, 1,000 garments are received (500XS, 500XL). The cumulative total is 800 + 1000 = 1,800 garments received so far.
- On April 11, 750 garments are received (250S, 250M, 250L).
- On April 12, the following garments are received (200S, 200M, 200L).
- On April 13, the following garments are received: 150S, 150M, 150L.

Table 11. Finishing room record

Order#	5467	**Buyer**	QAL Co.	**Order quantity**	3500
Style#	78954	**Colour**	White	**Sizes**	XS, S, M, L, XL

GARMENTS RECEIVED:

Date	GTN#	Sizes						Total	Cumulative total
		XS	S	M	L	XL	2XL		
09/04	8392	/	200	400	200	/	/	800	800
10/04	8394							1,000	1,800
11/04	8395								
12/04	8399								
13/04	8401								
	Total								

Table 12. Practice questions

1. What is the cumulative total received on April 11? On April 12?

2. What is the total quantity (cumulative) received after February 13? Order quantity was 3500 pieces. Was there extra cut (so, extra received) for this order? If so, how many pieces extra?

3. What is the total received quantity for size S? For size M?

Solutions: 1. April 11: 2,550; April 12: 3,150. 2. Qty received = 3600. There is extra cut (100). 3. S: 800, M: 1000.

Session 3

Action items

Goals

Summarizing and revising the new knowledge gained.

Identifying concrete applications of the new knowledge that benefit your factory.

Session 3

Overview

One member should read the full session out loud to the rest of group

20 minutes

Learning manual, pens, and markers

Throughout this module, you gained new knowledge on how to transfer and receive garments in the finishing room, including by using garment transfer notes and finishing room records.

Transferring garments

Receiving garments

Recording received quantities

In this session, you will think of ways to apply your new knowledge to improve garment transferring in your factory by reviewing best practices and drafting your own action plan.

Garment transfer notes and finishing room record templates are available online for you to print out and use in your own factory. To obtain it, contact your factory's FIT coordinator!

Activities

Activity

3a

5 minutes

Best practices checklist

In this activity, you will review best practices for transferring garments as a next step for evaluating your own and implementing improvements.

Instructions:

1) Together, look at the list of best practices in table 13, and put a ✓ in the column on the right if you use these practices in your factory.

Table 13. Transferring garments

Best practices	✓
1. In-line finishing is used for non-wash garments – if the factory layout allows it – in order to improve productivity.	
2. If in-line finishing cannot be used, there are clear garment transfer practices for workers and managers to follow.	
3. Garments are transferred and received in the finishing lines using Garment Transfer Notes.	
4. Finishing room workers are trained in good receiving practices, including the use of trolleys, and in feeding the lines timely and appropriately.	
5. Received garment quantities are precisely recorded in a finishing room register by the finishing room manager / clerk.	

Activity

3b

15 minutes

Your action plan

In this activity, you will think of ways to apply your new knowledge to improve garment transferring in your factory by drafting your own action plan.

Instructions:

1) Together, fill in the action plan (table 14) on the next page. Identify a key problem that you want to solve and write down the solutions you identified while working on this module.

Table 14. Transferring garments – Action Plan

Problem identified				
Solutions identified	**Action(s) to be taken**	**Person responsible**	**By when?**	**How will improvements be measured?**

Transferring garments

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