

# Quality: Everybody Counts

This is the second in a series of profiles on Adams-Millis employees and their perspectives on quality. It's obvious from their comments that everybody — and everything we do — counts towards the quality of our work.

Mike Mabe, senior manager, Qual-

ity Control and Product Development, says that quality is a process, not just a result. The way we work with other people, the way we handle on-the-job responsibilities and our attitudes toward what we do all affect the quality of work at Adams-Millis.

Linda Cagle, Shipping Clerk  
Mt. Airy

Knitters can knit the best sock in the world; the dye-house can produce the most consistent shades; the seamers can make the best seams; and all other Adams-Millis production employees can continue their high level of excellence.

However, if the shipping department doesn't put the Wal-Mart socks on a Wal-Mart truck, Adams-Millis hasn't met its high quality standards.

Linda Cagle, who has

fest and the paperwork is correct and that the seal on the bill of lading matches the manifest, and truck number.

"If I don't do my job right, we could have to unload the truck and start over. I don't want that to happen."

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Juanita Gurley, Inspector  
High Point

Juanita Gurley has been inspecting socks for Adams-Millis in High Point for 10 years. "When I look at a

spot a defect by looking, at other times you spot it by feeling," she says. "Certain styles tend to have the same defect repeated, so you watch for that," she says.

New styles provide a different challenge. "When a new style is introduced, you don't have a pattern of defects to go by," she says. "You have to learn what to look for."

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Greg Carter, Fixer  
Mt. Airy

Good training goes a long way in helping to ensure that a job is done properly.

Greg Carter, a fixer on seaming machines in Mount Airy, says he attended a four-week training school in Charlotte that helped prepare him for his work.

"When I started my job about four years ago, the head fixer showed me something new about the machines every day, so I was able to learn a little bit at a time," he recalls. "Then after four months on the job I went to the



Greg Carter

training school in Charlotte to learn how to fix the sewing head. We tore it apart and put it back together again until we knew every part."

Greg said that the training on the sewing head was important because it's the part of the seaming machine that needs attention

most frequently. Quite often, it's just a matter of making slight adjustments to get the seam just right, he says.

"I want to make sure the sock has a good toe without cleats and that it isn't being cut too short," he says. "I can help do that by making sure the machine is set up right. Most of the time I can look at a sock and know what the problem is on the seaming machine.

"I have set some personal goals. I want to be the best fixer in the plant, and I want to be fair to all of the people I work with. All of the seamers want their machines to be running as much as they can, so I try to be fair to all of them. I don't dodge any problems.

"If a problem takes too long to fix, I tag the machine and move on to a problem that can be fixed quickly. It's usually better to fix several small problems in a short time rather than let them go while you're working on a big problem on one machine."

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Linda Cagle

worked for Adams-Millis for 17 years, shares that responsibility in Mount Airy. As a shipping clerk, she prepares manifests that are sent with shipments to the distribution centers.

"When our workers scan the barcodes on the case labels, they are capturing the information that creates the manifest," Linda says.

"If they mis-scan a case, they write down the information and give it to me so I can correct it on the computer before I print out the manifest."

"My goal is to make sure everything about the mani-

sock, I ask myself: If I were going to buy a sock, would I buy that one? That's a question boarders and pairers ask to decide if they will approve a sock," she says. "When you pay \$6 or \$7 for a pair of socks, you want them to be right."

Juanita says experience helps an inspector because you learn what to look for over time. Her focus is on the consistency of the dye job, the pattern of the sock on the boarding, the quality of the sock top and the appropriateness of the length.

"Sometimes you can



Juanita Gurley