

Global operations and supply chain management assignment essay

[Business](#)



Question: Describe the operation/supply chain problems in your workplace.

Analyze the operation/supply chain management problem which you think adequate for solving the problems and propose solutions to solve the problems. I am working as a foreman in Food and Environmental Hygiene Department. Our Department's main job is to ensure that food is fit for human consumption and to maintain a clean and hygienic living environment for the people of Hong Kong. As a foreman grade staff, I am assigned to Pest Control Section in southern district. My job duty is to monitor the performance of contractors and staffs, handle customer's complaints. The main duty of our pest control section is to provide pest control service to the public or public area.

Normally we receive the complaint by public, the clerical assistant in General Registry will filter the case, open a file and pass to relevant section to follow up. Our one of the general worker will receive and issue the file from main office to pest control section office. Once the senior staff receives the file, they will pass the relevant file to foreman grade staffs to follow up according to our defined responsible area. But it is a fact that public always crab for our slow response on handling complaints. To a certain extent this problem reflects the government's organization structure. Government organizations are departmentalized that so many steps involve in a work process. The work process from receiving complaints by public to the follow up action by foreman grade staff almost needs five days.

Once the clerical assistant or our general worker is on leave the complaint cases has to be delay and affects the work process. The complicated

complain process affects the efficiency of complaint handling and results on customers dissatisfactory. Our general path to handle public complaint is to conduct site inspection and investigate whether the problem exist or not. Even private area such as commercial or residential building we also take inspection on them.

Therefore it is essential to get communication with management office but there are difficulties in getting information about each management office of buildings. When we receive complaints we take on site inspection but the securities in private premises refuse to provide information about their companies so that we need to pay lot of effort to search their data. It directly affects our work schedule and slows down our follow up processes. Our ranges of pest control services include mosquito, rodent, wasps and other harmful insects' problems. Each foreman is responsible to one region and provides integrated services. However, various pest problems involve different tools and techniques to solve the problems. Allocation of general workers, maintenance of tools and classifications of workers' techniques to deal with pest problems have to concern. Mistakes in allocating resources result in low efficiency of operation and form negative impression among the public.

Overall these problems relate to cycle time in point-to-point document delivery, insufficient information transparency and service mode defined by Government. Files or documents can be transferred by different channels. Workers should increase the frequency on document transfer. If formal workers are on leave, relievers should be on duty to assure the normal

operation. Vehicles can be an alternative for replacing manpower in document transportation.

For example, senior staffs can issue a regular transport order to Government Logistics Department for daily operation. Booked vehicles make a round travel from central office to branch office for document delivery. To speed up the complaint process, a centralized system is recommended. The system consists all the information of management companies of private, commercial, building, including their contact person and other relevant data. This can be divided by district base and all internal staffs can logon to the system and get useful information quickly. Data can be updated or amended when there is any change of information. To a certain extent it needs support and coordination with government central IT department. Allocation of resources and manpower also affect operation.

At present each pest control team provide all-in-one service to public and work with district base. In my opinion if we provide service with problem base it can be more cost effective. Staffs can be divided into three main branches: mosquito control team, rodent control team and other insects team. Each team consists of well-trained foreman staffs workers and most appropriate and professional tools or facilities. This avoids duplications in work tools and utilizes the work effort of workers. Moreover, roving team with less work load such as other insects team can act as reliever if necessary and maintain stable service.

By improving stable material flow, adopting a centralized information system and readjusting the organization structure, I believe the whole operation in

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our section will be more convenient and efficient. Better service can be performed to get customer's satisfaction.