

HUANG ZHENG TING

Former Factory Manager, Shanghai No.1 Woollen Mill

Shanghai No.1 Woollen Mill was the first state-owned enterprise to produce woollen products in the country. With more than 100 years of history, the building is located in the North Bund area, and is the earliest Jardine Matheson site. At the time, it also took on the role of scientific research and technological innovation in the wool textile industry. In the early days, it observed government policies of downsizing and environmental protection and gradually withdrew from the market.

"After graduating from the chemistry department of Fudan University in 1965, I was assigned to Shanghai No.1 Woollen Mill. At the time, I felt somewhat dejected and reluctant because I thought I wasn't able to put my studies into professional practice. Later on, the factory leaders were very encouraging and granted me great responsibilities. I gradually picked up the technology of the woollen industry and my skills began to grow. I spent the next forty years working there.

"Because of my professional training, my earliest work in the woollen industry was in sewage treatment, wool scouring and similar activities. At the time the technology and equipment across the industry were relatively modest. Our efficiency was below one third of the efficiency of foreign companies, and our product categories were limited to basic woollen, worsted and knitted types. The real development of China's woollen industry began in the late-1970s and early-1980s. After the country confirmed reform policies and to open up, a large amount of equipment was introduced. We also started to engage in academic exchange with international agencies including The Woolmark Company. Shanghai No.1 Woollen Mill was at the forefront of China's wool industry in that period; the No.1 Mill was responsible for the country's breakthroughs in fine yarn. The earliest 70 wool tops were unstable in quality because the fine wool was prone to sprouting; it spread too easily when it emerged from the gill, resulting in increased balls. To address this situation, we improved the scouring process, selected good-quality oil and kept experimenting. Over time, we overcame the high-branch fleece technical barriers and later on, gradually broke through to the 90 and 120 high-tops.

"In conjunction with The Woolmark Company, we gradually introduced internationally advanced wool-scouring, sliver-making technology and quality standards for woollen products so that China's wool textile enterprises made substantial improvements. In the mid-1990s, Shanghai No 1 introduced the first Kroy/CMT shrink-proofing line in China to treat wool to make it machine washable. In addition, we worked with the Australian wool industry to establish an objective inspection process and adopted standardised wool purchasing indicators.

After becoming the factory manager of No.1 Mill in 1983, Zheng Ting oversaw the technology, manufacturing and management processes. "There were no sorting staff in Australia at the time and because China's labour costs are very competitive, skilled workers trained in this position could efficiently sort the imported wool, and thus helped the industry save on a lot of costs."

前身是怡和洋行,迄今已有一百多年的历史,位于北外滩附近的洋房是最早的怡和洋行旧址。上海一毛条厂是国内最早生产系列毛条产品的国营企业,在当时的毛纺行业担当了科研攻关、技术创新的角色,在本世纪初响应国家减员压锭、环保治理的政策而逐渐退出市场。

"1965年复旦大学化学系毕业后我被分配来到上海第一毛条厂,当时心里有些失落和不甘心,觉得专业所学没有用武之地,后来厂领导不断鼓励我也很器重我,逐渐接触了技术之后就在毛纺行业扎下了根,一干就40多年。"

"因为专业的关系,我最早是从污水处理、洗毛这些环节接触毛纺行业,当时整个行业的技术设备比较落后,效率比不上国外企业的1/3,只有基础的粗纺、精纺、针织毛线几个有限的产品门类。中国毛纺行业的真正发展是在70年代末80年代初开始,在国家确定了改革开放政策后,大量的设备引进,还有和The Woolmark Company这些国际机构的学习交流才逐渐启动。上海第一毛条厂在计划经济时代是中国毛条行业的排头兵,当时国家的细支毛大多是由一毛条突破的,“最早70支毛条的质量不稳定,因为羊毛细容易产生飞毛,从针梳机出来后容易扩散,造成毛粒增多,针对这样的情况,我们在洗毛环节上进行改进,选用好的和毛油,不断地尝试,一段时间后攻克了高支羊毛的技术壁垒,后来又逐渐突破了90支和120支的高支毛条”。

"在The Woolmark Company的撮合下,我们将国际上先进的洗毛、制条工艺技术和羊毛质量品质标准逐渐引入进来,使中国毛纺企业进行了本质上的提升。90年代中期上海一毛条引进了首条KRO Y6 CM T防缩生产线,这在当时是国际上最先进、处理最稳定、加工成本最低的工业化毛条丝光防缩生产线。此外在与澳洲羊毛的接触中,我们还建立了客观检验,用技术指标采购羊毛的标准。"

在1983年担任一毛条的副厂长后,他在整体上负责技术、生产和管理这些环节,“当时澳大利亚没有分拣工人,他们认为我们也应该取消这个设置,但是因为中国劳动力价格非常有优势,这个岗位上培养出来的熟练工人可以对进口羊毛进行有效的分拣,能帮助企业节省很多成本。”

