



Quality Control in Mail Center Operations

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Overview

- What is Quality Control
- Why implement Quality Control
- Quality Control Team
- Establishing a Quality Control Program
- Quality Control and Quality Assurance
- Quality Control Tools
- Measuring Success
- TQM, Six Sigma and ISO 9000
- Roadblocks and Barriers



About The Berkshire Company

An independent management consulting firm, The Berkshire Company specializes in improving your business process, including analyzing your operation, developing and selecting solutions, and providing project management.

The Berkshire Company has helped more than 50 organizations improve their operations with:

- Process Evaluations & Improvements
- Strategy Development
- Project Management
- Outsource vs. Insource
- Mail Center Security
- New Technology

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Quality Control: What is it?

- Process to review production
- Review includes:
 - Controls
 - Job Management
 - Performance
 - Integrity
 - Records



Why Quality is Important

- “Good enough” isn’t good enough
- Meet customers’ expectations
- Help employees improve performance



Goals of Quality Control

- Ensure products or services meet standards
- Requirements are reviewed for:
 - Dependability
 - Acceptability
 - Fiscal responsibility



Goals of Quality Control Team

- Identify products or services that don't meet standards
- Additional responsibilities:
 - Halt production
 - Notify management
 - Notify customer



Quality Control Team Members

- Choose from multiple levels
(e.g., line, management)
- Choose from multiple disciplines
(e.g., operations, customer service)
- Have desire and aptitude for improvement



Quality Control Program Parameters

- Can't test everything
- Identify key standards
 - Past errors
 - Customer complaints
 - Automated tests



Correcting Errors

- **NOT** the responsibility of the QC team!
- Different levels to be corrected:
 - Immediate error – Operator
 - Training error – Supervisor
 - Systematic error - Management



Establishing a Quality Control Program

- Document the existing process
- Identify specific objectives of the program
- Establish policies and procedures
- Map out and validate the QC process



Quality Control and Quality Assurance

- Quality Control – identify and detect errors
- Quality Assurance – evaluate and improve process
- Important that management team understands the difference



Quality Control Tools

- Standard Operating Procedures (SOPs)
- Process maps
- Checklists
- Quality Control and Change Control documentation
- Reporting system



Documenting Quality Control Results

- Measurements:
 - Number and percentage of errors
 - Operator productivity
 - Costs
- Periodic Reviews



Quality Control – What’s Acceptable

- 100% - Must be the goal
- Weigh goals, costs and results
- Risk and probability of “worst case”



Quality Control and Testing

- Establish standards and specifications
- Develop test cases of probable errors
- Test production process
- Test quality control process and results



TQM, Six Sigma and ISO 9000

- Total Quality Management – TQM. Management philosophy on continuous improvement.
- Six Sigma – TQM, with additional emphasis on project management.
- ISO 9000 – standards and guidelines for quality systems as set by International Organization for Standardization



Six Sigma, Projects and DMAIIC

- **D**efine – Your project
- **M**easure – Your current process
- **A**nalyze – Gather data for determining causes
- **I**mprove – Cost & customer benefits
- **I**mplement – Gain buy in to activate changes
- **C**ontrol – Report findings / results scorecards

Implementing Quality Control

- Plan
- Execute
- Evaluate
- Measure and Monitor
- Adjust

Quality Control: Only for Production?

- Quality Control works anytime
 - that there is a process
 - that there is a measurable result
 - that there is opportunity for error



Quality Control Roadblocks

- “Error-free isn’t possible, so why try?”
- “Quality Control costs too much.”
- “Quality Controls slows down production.”
- “Nobody really cares.”



Overcoming Roadblocks

- Explain competitive environment.
- Demonstrate true costs of errors.
- Measure “re-work” times.
- Share feedback from customers.



Questions?

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