



Motivation In Today's Environment

Presented to
2014 Carolina Postal Forum
Concord, NC

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Mark M. Fallon
President and CEO
The Berkshire Company

"The best kept secret in the mailing industry"

Use **PRIDE** to Instill Pride

Participation by all.

Reserve discipline.

Increase training.

Distribute rewards evenly.

Enjoy yourself!

Participation by All

You don't need to go it alone.

Your employees want you to be successful.

People fear the unknown.

Make your employees part of the solution.

Reserve Discipline

“Discipline is not the fear of punishment for doing something wrong, but a faith in the value of doing something right.”

General Dennis J. Reimer

Fear is the least successful motivator.

Praise in public, criticize in private.

Be firm, but be understanding.

Increase Education

“If you think education is expensive, try ignorance.”

Dollars for maintenance, but pennies for training.

Training must be continuous.

30 minutes a week = 26 hours a year.

Distribute Rewards Evenly

Favoritism breeds contempt.

Say “thank you”, and mean it.

Involve senior management.

Small rewards bring large returns.

Enjoy Yourself!

Your attitude sets the tone for the shop.

Gen. Reimer's three rules of leadership.

Care about your employees.

You work in a **great** industry.

Use PRIDE to Instill Pride

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Enjoy yourself!



Questions?

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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

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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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