Quality Control
in
Mail Center Operations

Presented to:
National Association of College and University Mail Services
(NACUMS)

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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
- Innovation and Quality Control

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 DMAIC

- **D**efine – Your project
- **M**easure – Your current process
- **A**nalyze – Gather data for determining causes
- **I**mprove – Address and eliminate root causes
- **C**ontrol – Develop ongoing monitoring program

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.

Quality Control & Innovation

- Quality Control is based on consistent output through consistent practices
- Innovation is based on improving output by changing practices
- Both are critical to long-term success

Quality Control & Innovation

- Promote innovative ideas at all levels
- Control changes through testing outside production
- Document changes and train all employees
- Celebrate successes!

Questions?

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Workflow Management and Process Mapping

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What is “workflow management”?

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What is “process mapping”?

Thinking outside the box and inside the loop.

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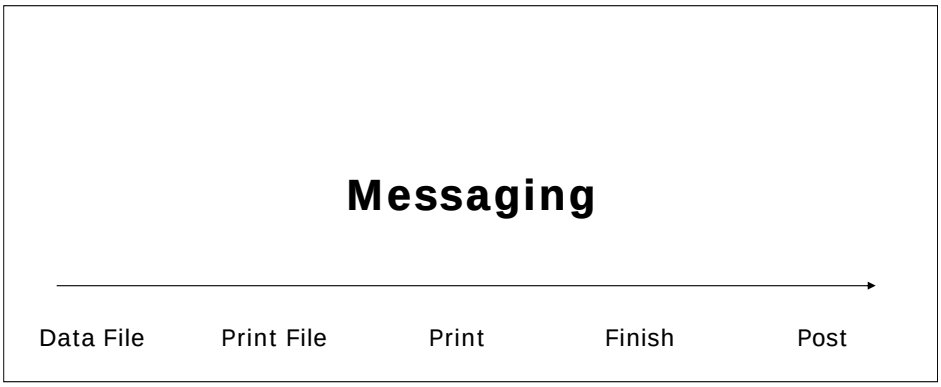

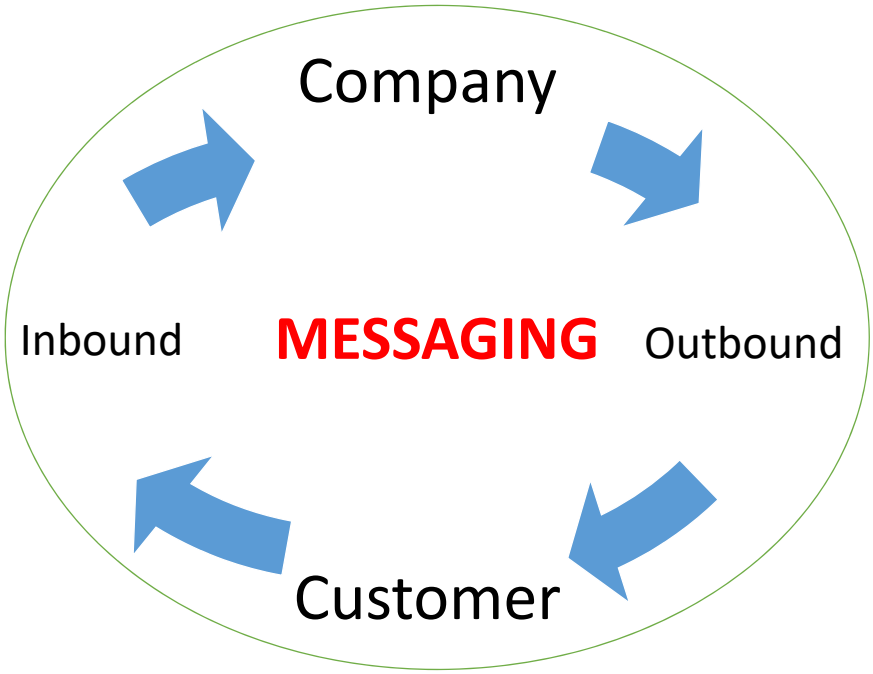

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Who do you need to involve?

What information you need?

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How do you get the information you need?

Ask the right questions:

- What?
- Who?
- When?
- How?
- Where?

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The wrong question:

A really good question:

What if?

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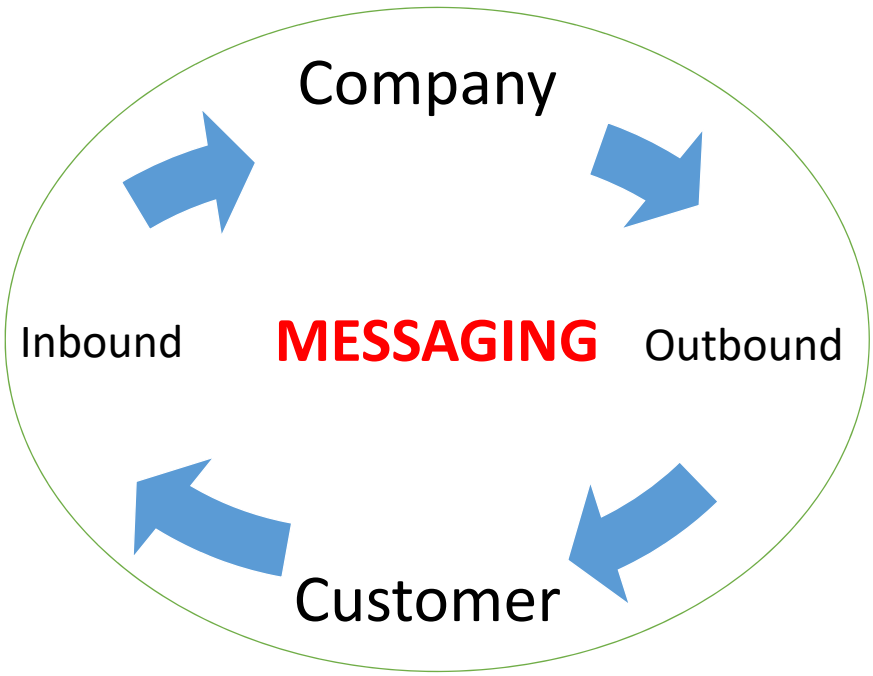
How do you map out the process?



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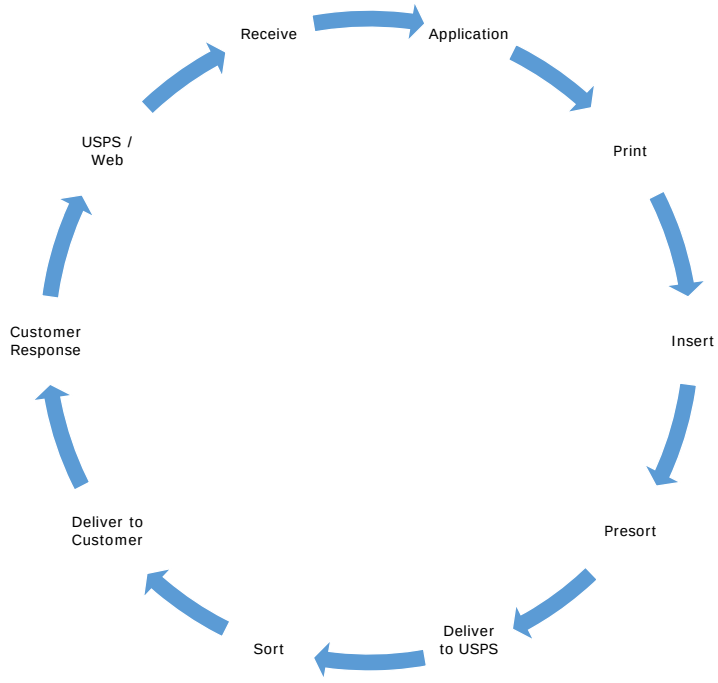
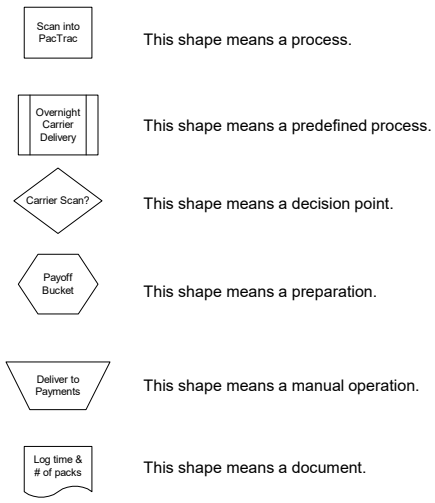
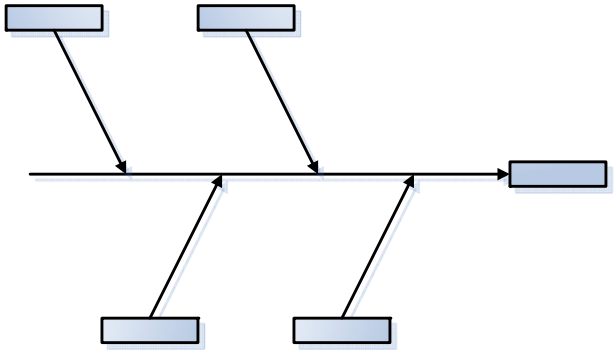
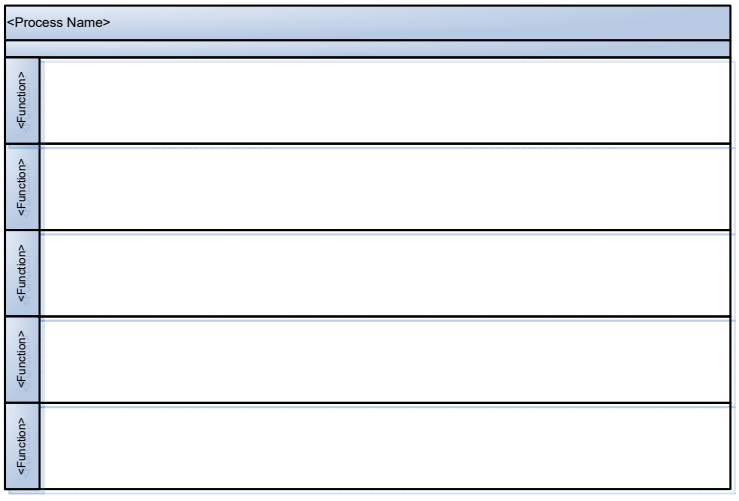


Examples: Definitions of Shapes





Cause and Effect Flowchart



Cross-Functional Flowchart
(Swim Lane)

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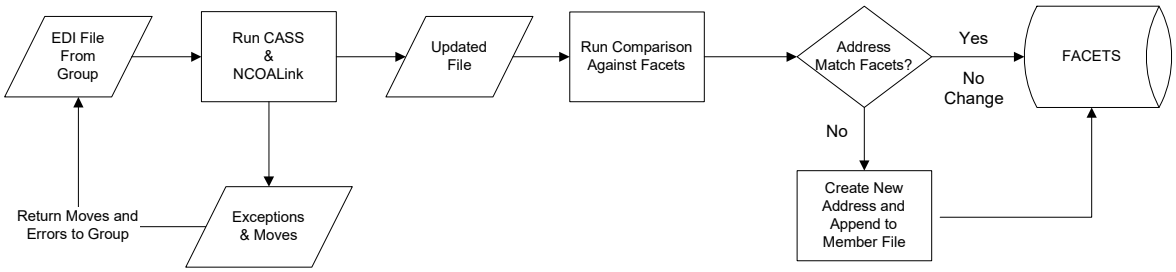
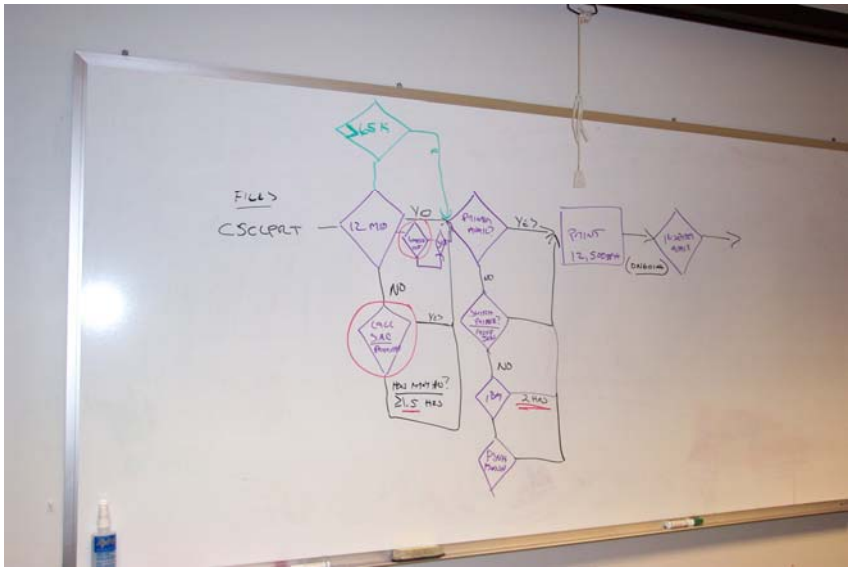
Basic Flowchart



Examples



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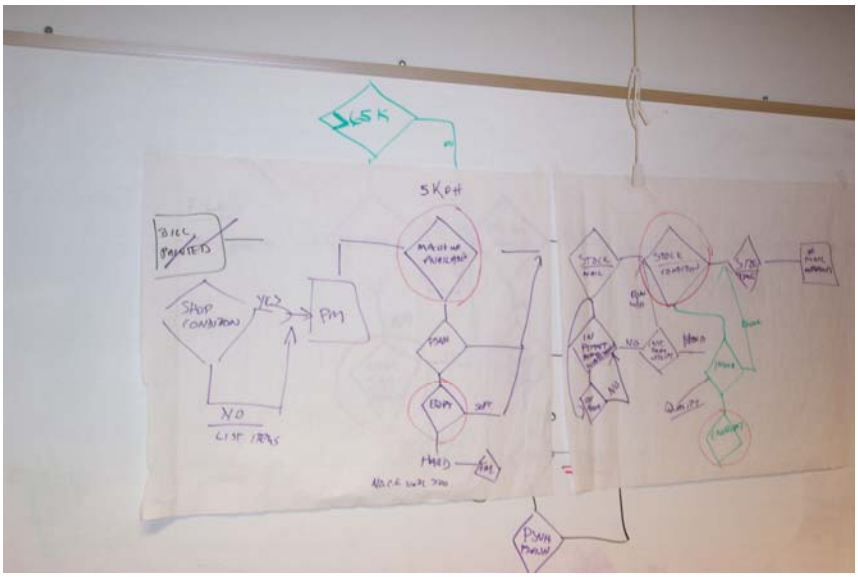
Examples



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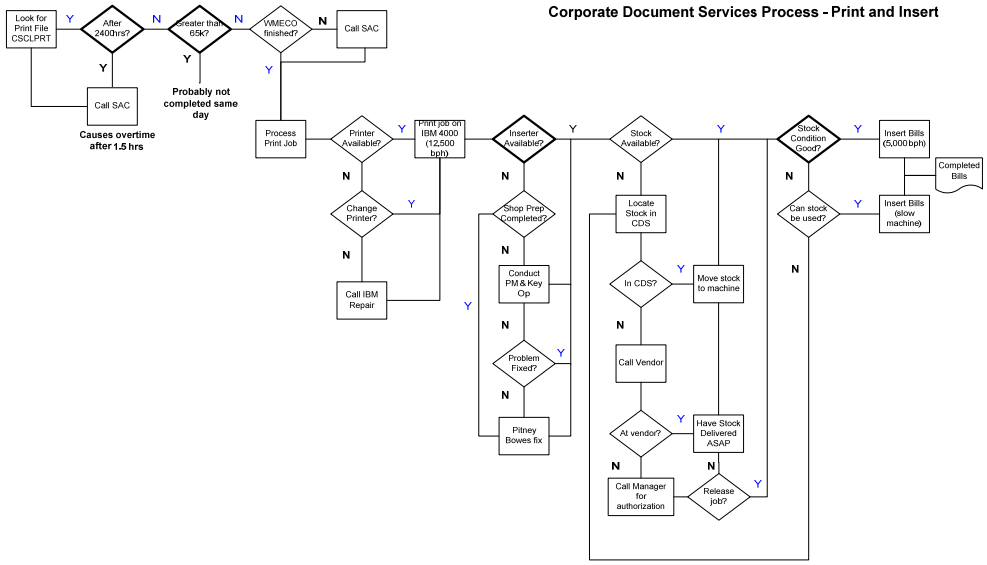

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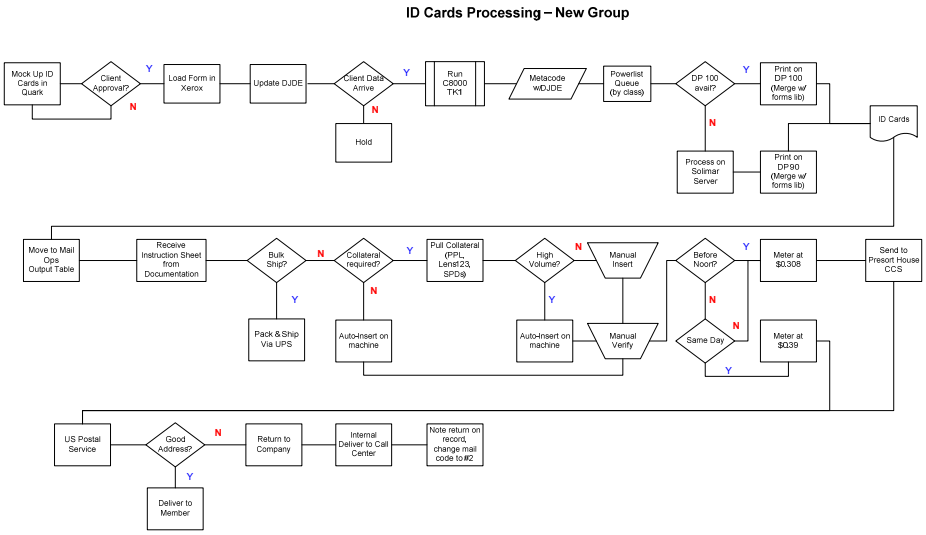
Examples



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What do you do next?

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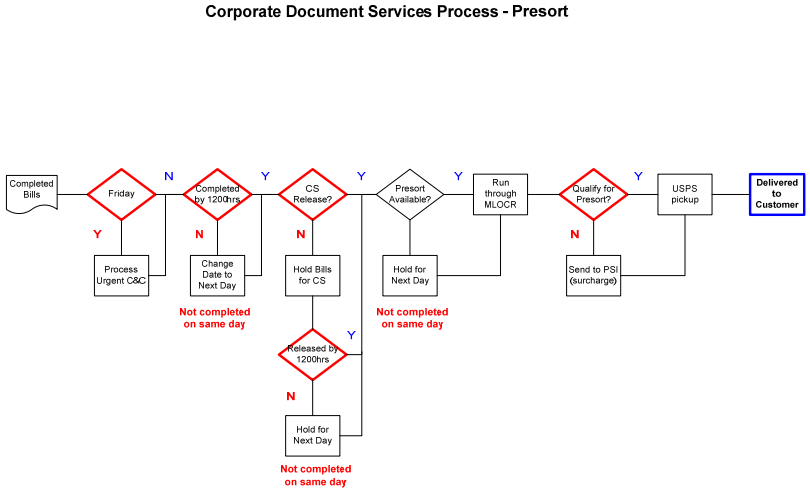
What Next?



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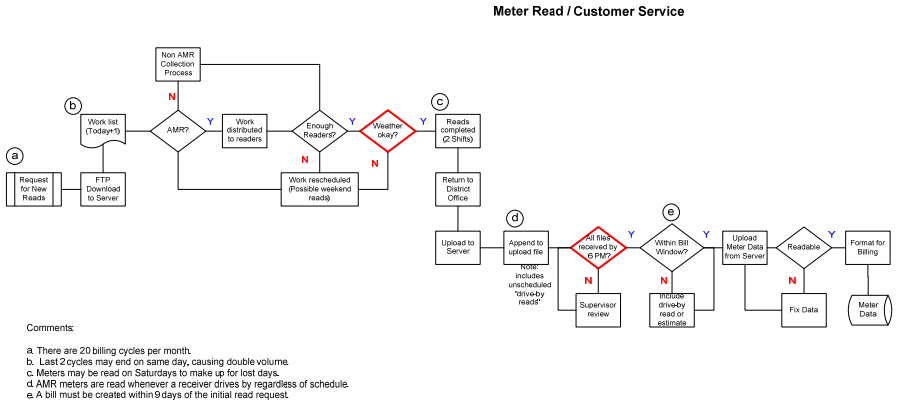

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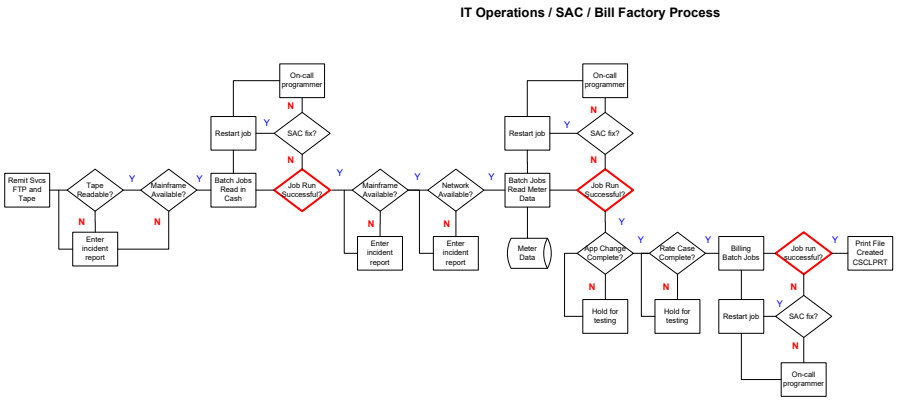

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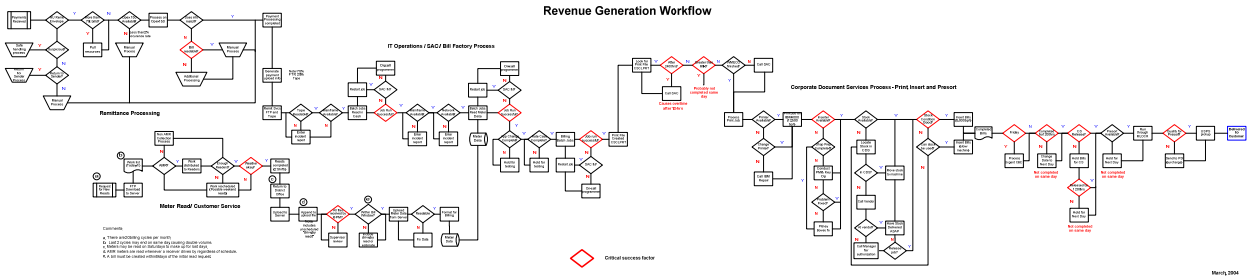

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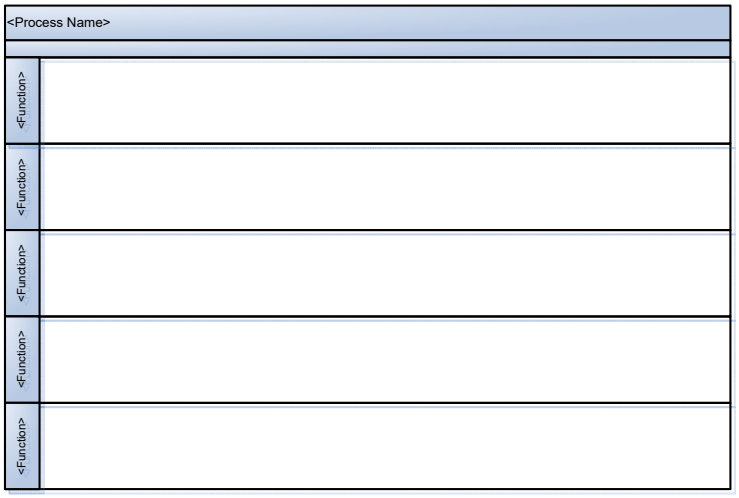
Critical Factors for Success



Cross-Functional Flowchart
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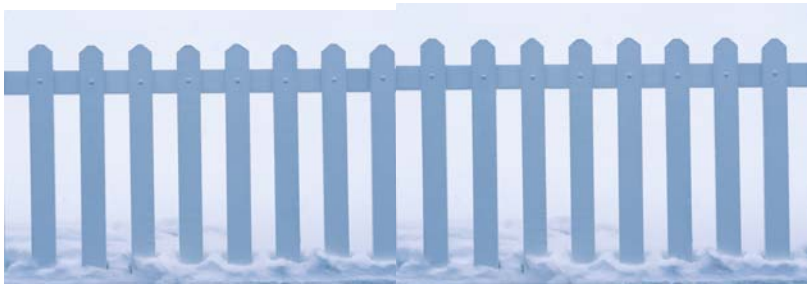

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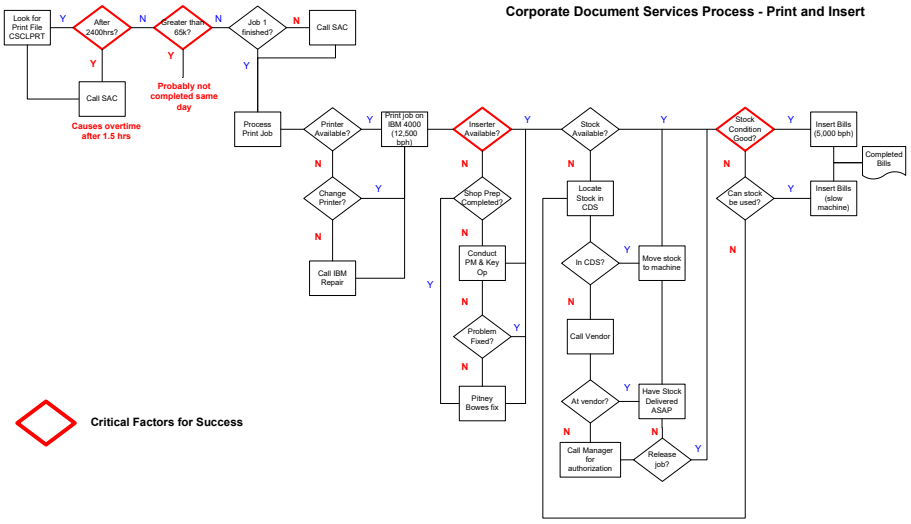

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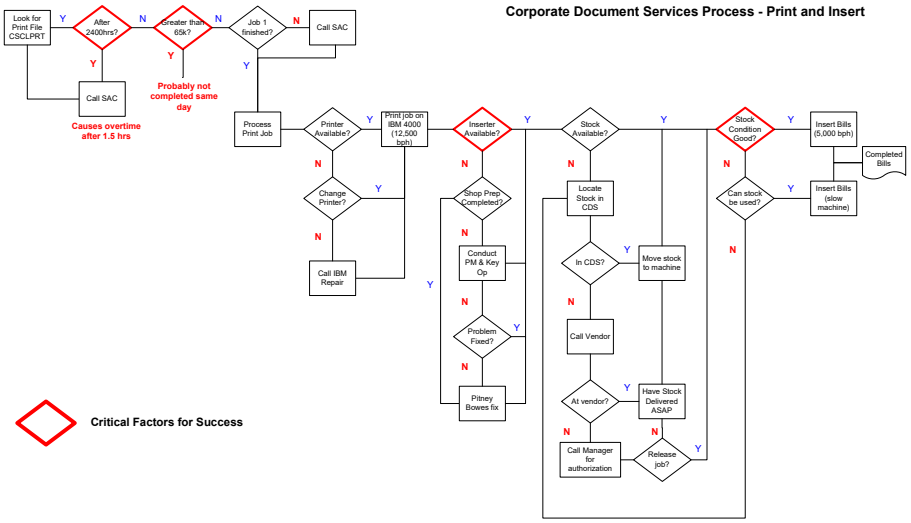
Communication during the process.

Communication



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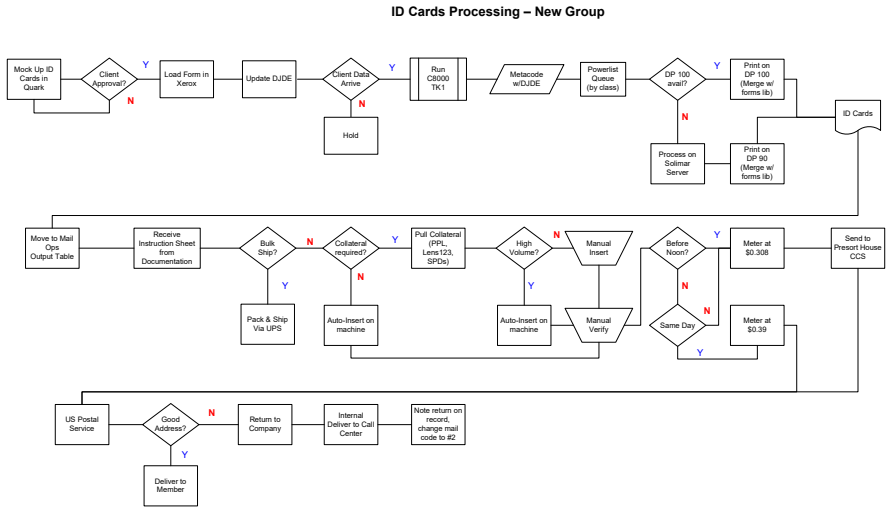
Why?



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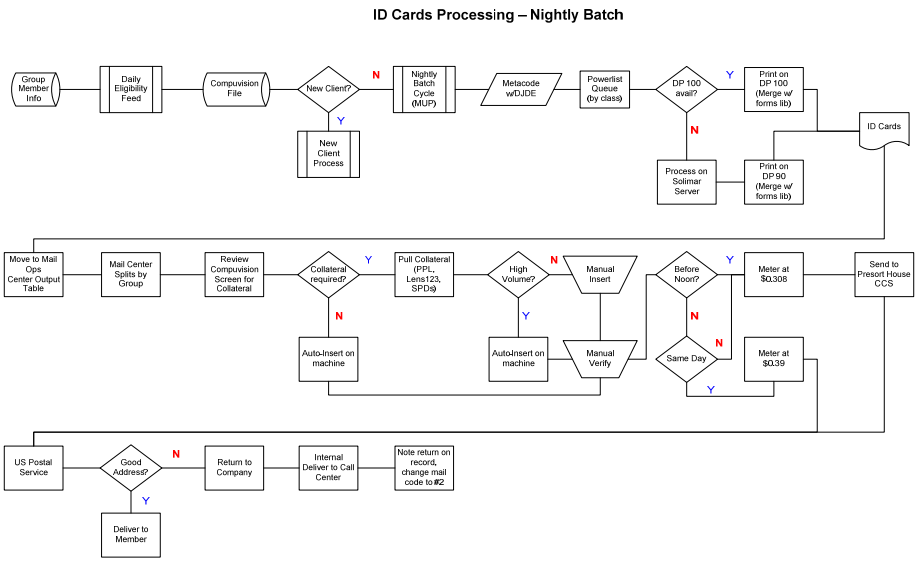

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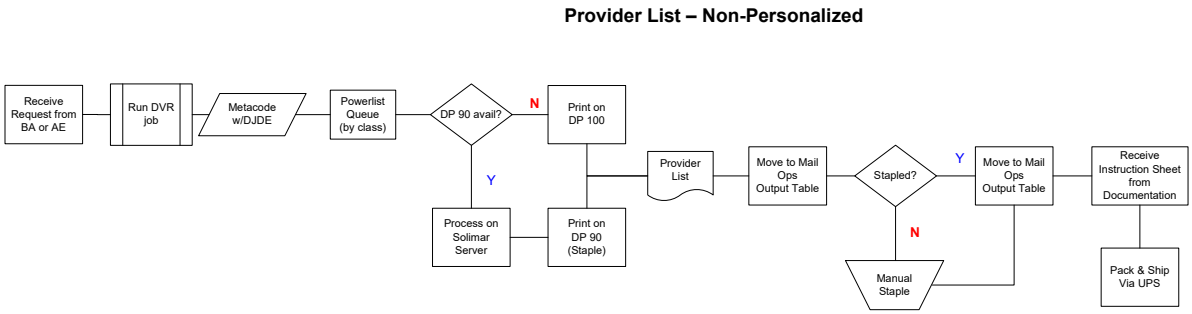

Why?

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Overcoming Barriers to Success

What Now?

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Workflow

- Outside the box and inside the loop.

- Ask the right questions to the right people.

- What if?

- Critical factors for Success.

- Communication during the process.

Questions?

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About The Berkshire Company

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- Project Management
- Outsource vs. Insource
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