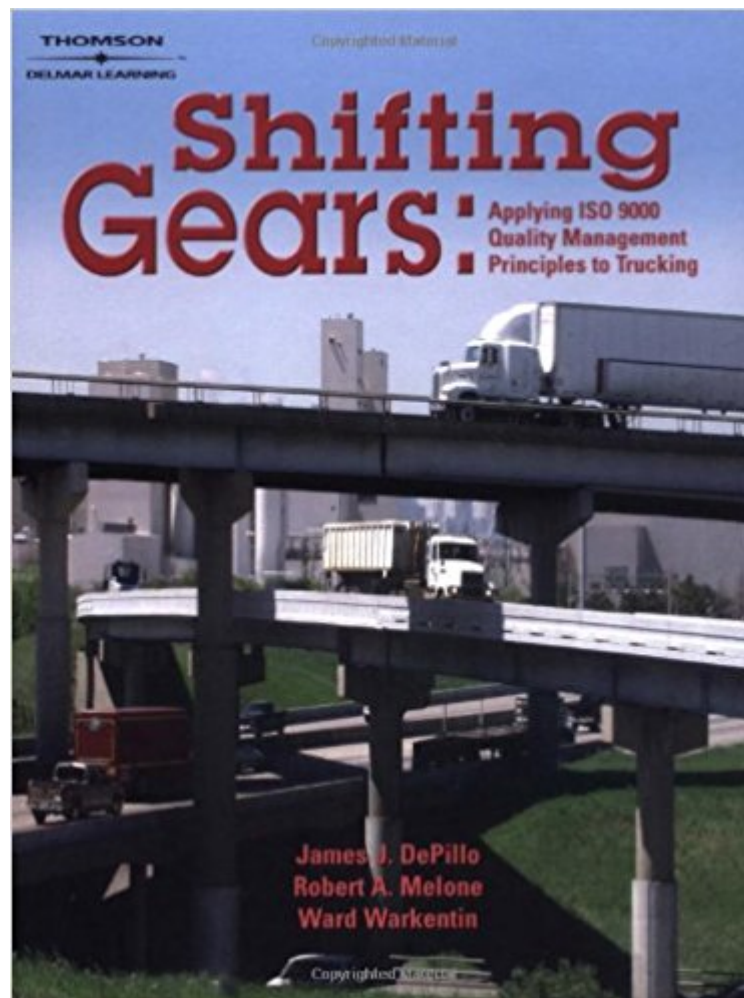




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# Shifting Gears: Applying ISO 9000 Quality Management Principles To Trucking



## Synopsis

While formal quality management systems are a basic requirement for carriers doing business with the automotive industry, it is a company's understanding of key items such as leadership, continuous improvement, and customer satisfaction that is needed to survive and excel in today's market. *Shifting Gears* brings a unique approach to quality in the trucking industry, clearly defining the issues that challenge a carrier's very survival of business and, through the principles embodied in ISO 9000, discusses practical measures for addressing these challenges. It identifies ISO 9000 as an effective management tool, offering information on how business leaders can reduce their costs, improve their overall business efficiency, and improve their competitive advantage in the marketplace. This quality management principles book moves beyond quality management principles to include methods for use in day-to-day operations, helping carriers easily "shift gears" to make these tools a part of the company culture.

## Book Information

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## Customer Reviews

"I'd go so far as to call 'Shifting Gears' required reading for anyone involved in managing a trucking company, large or small, whether or not the reader has any intention of walking the ISO path formally. The principles of successful management are clearly laid out, in accessible language, by authors who truly understand the unique challenges that trucking presents" -- Rolf Lockwood, Editorial Director, Today's Trucking Magazine  
"It's real world and very compatible with our thinking in the industry. Formalizing our quality system using these management principles definitely helped us

become more profitable" -- Greg Brown, President, B.R. Williams Trucking"Shifting Gears really opens up your eyes to the application and benefits of ISO 9000 in trucking" -- Dan Doran, President, Ace Doran Hauling & Rigging Company"The quality management principles in this book really do work. We realized substantial gains in improving driver retention using these principles" -- Norm Sneyd, President, Highland Transport"If a trucking company wants to improve it's operation by using best practices and principles, then this book is a must. It should be required reading for anyone who wants to operate efficiently and safely in a world class economy that requires a certain management understanding and special skills" -- Jim Runk, President & CEO, Pennsylvania Motor Truck Association

James DePillo is currently the Director of Quality at Smith Transport and has been Management Representative for Quality for two mid-sized TL carriers. He has 18 years of experience within the transportation and logistics field and has assisted 4 organizations in developing and implementing ISO registered quality systems. James is an ASQ Certified Quality Manager, is formally trained as a QMS Lead Auditor, is a Six-Sigma Green Belt, holds a B.S. in Marketing, and a M.S. in Logistics from the Pennsylvania State University and is currently in the Ph.D. program at The Pennsylvania State University studying Work Force Education and Organization Development.

Dr. Robert A. Melone brings 30 years of experience in education and 8 years of experience in the trucking industry to the quality field. He is presently a consultant with Service Quality Associates Inc. He has assisted many organizations in achieving ISO certification. As an educator Dr. Melone has worked as a science teacher, high school councillor and several central office administration positions in New York State. He concluded his educational experience as a superintendent of schools. Dr. Melone has also taught at the junior college level. As a trucking executive for a medium-sized company he was responsible for Human Resource functions, including personnel, employee and company safety. In this position he coordinated all phases of quality that resulted in ISO 9000 certification. Dr. Melone holds a Bachelor of Arts Degree in Biology, M.Ed. in teaching science, M.Ed. in Guidance and Counselling and an Ed.D. in Curriculum and Staff Development.

Ward Warkentin is the President and founder of Service Quality Associates Inc., a quality management consulting firm specializing in ISO 9000 in trucking established in 1994. Ward has worked as an international consultant to the trucking industry for 14 years assisting many carriers with implementing ISO 9000 and TQM based quality management systems and has written numerous case studies on the application of Quality Management in the trucking industry. He has also co-authored two books on ISO 9000 in trucking including *ISO 9000: Self-Assessment for*

Motor Carriers' (1995) and 'ISO 9000: A Guide for Employees in the Trucking Industry' (1996) both published by the Canadian Trucking Alliance formerly known as the Canadian Trucking Association. Prior to establishing Service Quality Associates he worked as a consultant for a leading US-based Quality Management consulting firm and before this as a Senior Quality Analyst for Ford Motor Company of Canada. He is a registered Professional Engineer in the Province of Ontario and holds a B.Eng. in Mechanical Engineering from McMaster University and a M.Sc. in Statistics from the University of Western Ontario.

Of all the industries in the United States and around the world, few are as challenging as the transportation industry and more specifically, the trucking industry. Comprising 5% of the GDP and with over 70% of the cities and towns around the globe solely dependent on trucks to deliver their goods, trucking is truly the backbone of the economy. However, high insurance rates and fuel prices as well as a constant shortage of drivers have made running a trucking company a very difficult endeavor. Although in use by many different industries, ISO and other quality programs are rarely used by trucking companies. In 'Shifting Gears', the authors present case studies and easy-to-follow information that carriers and shippers can use to improve the processes related to shipping and trucking. Based on the premise that quality is a framework for improvement, the authors identify eight specific ISO quality management principles within the book: Customer Focus, Leadership, Involvement of People, Process Approach, System Approach to Management, Continual Improvement, Factual Approach to Decision Making, Mutually Beneficial Supplier Relationships. Because the book is written in non-technical terms, trucking companies of all sizes will be able to learn and apply the lessons and advice within the book. Reading 'Shifting Gears' will not make companies' experts in ISO 9000 but it will clearly explain the importance of structured quality programs and get them on the right path. As someone who has spent the last 13 years in transportation and who is a certified Six Sigma Black Belt, I can attest that the trucking industry must embrace the quality principles of ISO and Six Sigma. Issues such as backhauls, revenue generation, freight pay and audit, OS&D, pick ups and deliveries, operating ratios, maintenance, etc., can be managed better through the use of a structured quality program such as ISO 9000.

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