



In Our Experience:

Why Mistakes are Useful and Buckingham's Unique Practical Approach

By: Drew Batty

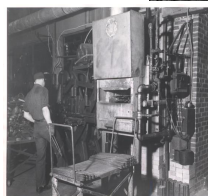
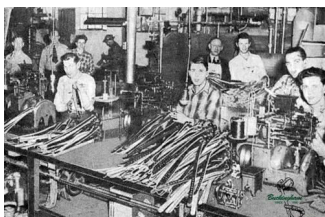
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For these hours to appear on your certificate, you must:

- Scan your badge at the door
- Attend 90% of the session
- Fill out the online evaluation



HISTORY



AMERICAN COMPANY

- As an American Company, we take pride in delivering quality.
- Mistakes are a natural part of our innovation journey, helping us maintain the highest standards.
- We adapt, learn, and continue producing durable, reliable products.





BUCK CULTURE

- Obsessive quality focus reduces mistakes.
- Mistakes Happen
- Customers make mistakes too.
- Principled Ownership values mistakes.
- Continuous improvement results from mistakes.
- Buck's Team uses mistakes to grow.
- Managers accelerate mistake utilization.
- Metrics track mistake opportunity results.



BUCK CULTURE- OBSESSIVE QUALITY FOCUS

- ISO 9001:2015 Certification: Guarantees a focus on continuous quality improvement.
- ISO 17025:2017 Test Lab: Ensures rigorous testing and high product standards.
- Leading roles (ASTM Chair) in 7 standards groups.

Current ISO 9001:2015 Certified Quality Management System for Manufacturing
ISO 17025:2017 Accredited Test Lab to ANSI/ASSP Z359 Fall Protection Code

Quality is delivering what the customer expects

- Customer specifications
- Sample
- Pictures
- Description
- Sub-assembly/cutting books
- Routers
- Inspections



BUCK CULTURE- OBSESSIVE QUALITY FOCUS



Certificate Number: QS0030/915

QUALITY MANAGEMENT SYSTEM (QMS) CERTIFICATE

This is to certify that INSPEC International Ltd has assessed the quality management system of

Buckingham Manufacturing Co., Inc.
1-11 Travis Ave.
Binghamton
New York
13902
USA

and has found it to be in compliance with:

ISO 9001:2015

for the scope of certification as detailed here:

The design, manufacture and supply of fall arrest, fall restraint and work positioning equipment and accessories, and the scheduled maintenance and servicing of products.

Additional locations covered by this certificate will be listed on page 2.

Date of initial certification: 14 November 2002
Date of current issue: 15 February 2024
Date of expiry: 14 November 2026



CERTIFICATE OF ACCREDITATION

The ANSI National Accreditation Board

Hereby attests that

Buckingham Manufacturing dba Buckingham Labs
1-11 Travis Avenue
Binghamton, NY 13902

Fulfills the requirements of

ISO/IEC 17025:2017

In the field of

TESTING

This certificate is valid only when accompanied by a current scope of accreditation document.
The current scope of accreditation can be verified at www.anab.org



Joan Siro, Vice President
Expiry Date: 15 November 2024
Certificate Number: ATL1741



BUCK CULTURE- MISTAKES HAPPEN

➤ ROOT CAUSE

- 99.9% are management's fault – everything in their control
 - + Correct people
 - + Correct role
 - + Correct goal
 - + Correct process
 - + Correct equipment
 - + Correct materials
 - + Correct training
 - = **Correct outcome**

Give tools to employees to be successful





BUCK CULTURE- MISTAKES HAPPEN

➤ 5 WHY ANALYSIS

- Determines the root cause.
- 2024 5 why discovery's

Canvas			Fall Pro			WP			Steel/HW	
Document	1		Document	3		Document	5		Document	2
Machine	1		Machine	3		Machine	2		Machine	1
Process	8		Process	7		Process	7		Process	9
Training	4		Training	2		Training	1		Training	3
Vendor	1									



BUCK CULTURE- MISTAKES HAPPEN

- We do NOT PUNISH MISTAKES
- Assume mistakes will happen
- Consistent Mistakes = "Can't" or "Won't"?

You deserve what you tolerate



BUCK CULTURE- MISTAKES HAPPEN

• WE DO NOT PUNISH MISTAKES

DATE	Shift	Product	Router Number	Issue Code	Issue	Issue Description	Total Qty	Total Good	Total Bad	Reject %	Where Found	Person Causing Issue	Person Allowing Issue	Person Finding Issue
1.27.25	2nd shift	8+G+G7D16S1	1670563	FP13	13- Material-Cut Bad	too short, measure 70 and under. UNDER INVESTIGATION	6	2	4	66.67%	In Process	3896	4330 3967	2636
1.27.25	2nd shift	U68L7NQ40	1667922	FP2	2- Wrong Part	leg strap done wrong. supposed to have F15 option in place of regular back strap and room for d ring keeper as shown in picture	8	0	8	100.00%	In Process	4238	2961	3521
1.27.25	2nd shift	U68L7NQ40	1667920	FP2	2- Wrong Part	leg strap done wrong. supposed to have F15 option in place of regular back strap and room for d ring keeper as shown in picture	7	0	7	100.00%	In Process	4238	2961	3521



BUCK CULTURE- MISTAKES HAPPEN

• Assume mistakes will happen

Employee	Qty. Cause	Qty. Allowed By	Qty. Mistakes Found
2961	1	2	15
3896	2	3	0
3967	0	3	0
4238	5	3	0
4330	0	3	1
4430	1	2	0
TOTAL	9	16	16





BUCK CULTURE- OBSESSIVE QUALITY FOCUS

- Quality Improvement Process (QIP) prevents recurring mistakes.
- QIP Process used for training opportunities.
- 5 steps to the QIP Process.



BUCK CULTURE- OBSESSIVE QUALITY FOCUS

• FEEDBACK AND LEARNING

Current ISO 9001:2015 Certified Quality Management System for Manufacturing
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Quality is delivering what the customer expects

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The hardest part of solving a problem is knowing what the problem is



BUCK CULTURE- OBSESSIVE QUALITY FOCUS

- FEEDBACK AND LEARNING
- We have constant reminders and helpful tools for individuals in the shops.
- One of the tools is iPads and redzone



BUCK CULTURE- OBSESSIVE QUALITY FOCUS

▪ FEEDBACK AND LEARNING

- Immediate feedback is **critical**
- Redzone Quality system will greatly help our CQA's.

CQA – Customer Quality Advocate

- Independent from production, managed by our Quality department that reports directly to our CEO.
- Takes the customer's perspective and manages quality during production in real-time.

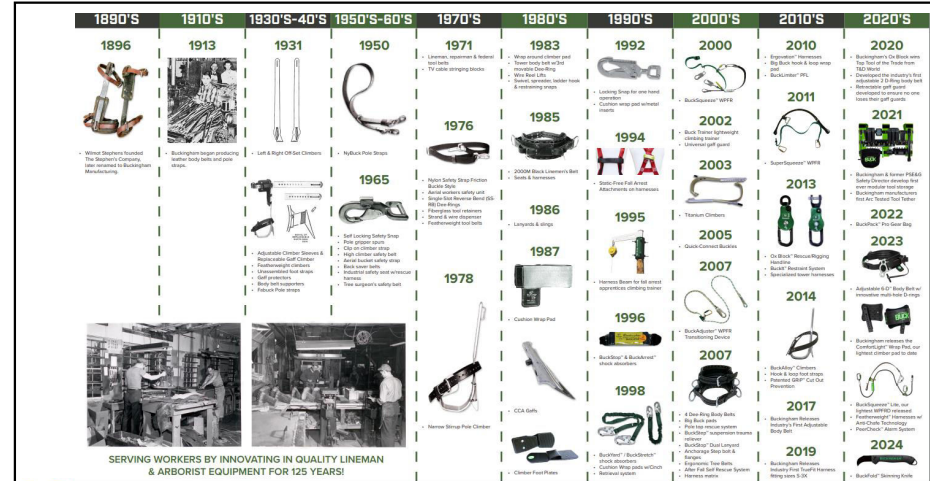




BUCK CULTURE – CUSTOMERS MAKE MISTAKES TOO

➤ DRIVES PRODUCT INNOVATION

- Customer feedback sparks product innovations and new solutions.
- Mistakes reveal opportunities to refine and streamline our processes.
- Adapting quickly to mistakes helps meet shifting customer demands.
- Learning from mistakes, it reinforces our focus on quality and reliability.
- Mistakes offer long term strategic opportunities.



BUCK CULTURE - PRINCIPLED OWNERSHIP

- If you care and try, we will do the same
- Open culture
- Treat everyone respectfully, honestly, fairly.



BUCK CULTURE CONTINUOUS IMPROVEMENT

- Mistakes allow week point identification driving improvements.
- Each mistake fine tunes our operations.
- Mistake Reduction = Performance Improvement
- Mistake free automation processes reduce cost.

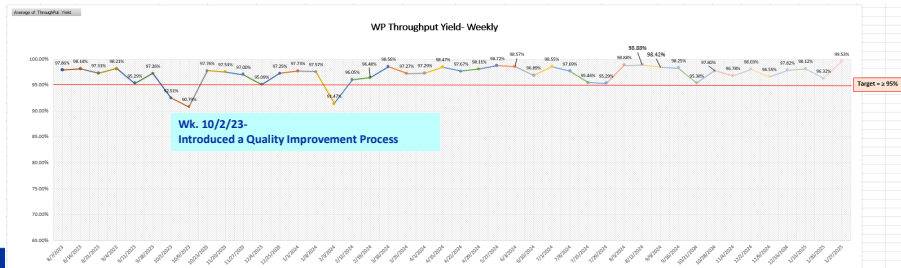




BUCK CULTURE CONTINUOUS IMPROVEMENT

Increase in Productivity / Efficiency

- Nov. 2022 Introduced Redzone.



BUCK CULTURE - TEAM

- Most knowledgeable = Fewer mistakes
- Experience avoids common mistakes + finds solutions.
- Mistakes = learning results; best products.



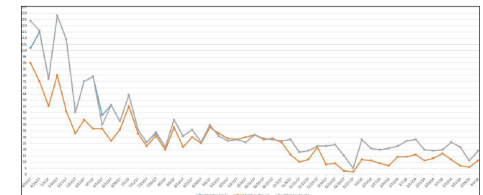
BUCK CULTURE - TEAM MAINTAINCE

- Good Relationship
 - Safety
 - Fair pay
 - Ownership over role
 - Clear Company direction
 - Individual opportunity
 - Results orientation



BUCK CULTURE - TEAM PERFORMANCE

- High accountability
- Safe environment
- Observe Buck Culture



Do your job right, the first time
Own your mistakes
Celebrate finding mistakes

BUCK CULTURE TEAM - MISTAKE FREE CUSTOMER SUPPORT.

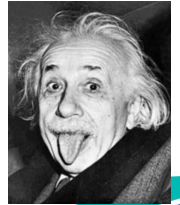
- Customer service experts including 4 journeyman linemen.
- Reps, TMs, AMs use mistakes to better serve our customers.
- Outstanding service = Right product at the right time.

BUCK CULTURE MANAGERS JOB - CULTURAL DESIGN

"Compound interest is the eighth wonder of the world," Einstein reportedly said.

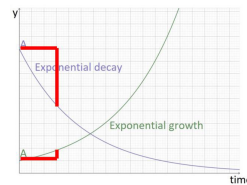
"He who understands it, **earns it**. He who doesn't, **pays it**."

Improvements are compounding!



BUCK CULTURE – MANAGERS JOB

- Focus on the process
 - "Earns it"
 - "Pays it"
- Positive multiplying effect if focusing on the process which impacts multiple people
- Quick and significant impact if people are hurting the process



BUCK CULTURE – MANAGERS JOB

- Focus on the process
 - "Earns it"
 - "Pays it"
- Experiment in a structured way – Scientific Method
 - Solicit feedback
 - Preset is ACTION

BUCK CULTURE – TEAM

➤ MAKE THE BOAT GO FASTER

- Create an environment where organization improvement is paramount
- If people know what is wrong, they know what is correct

Give people the tools to be successful, line them up and
let them go



BUCK CULTURE - IMPORTANCE OF METRICS

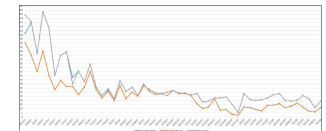
- People naturally optimize to what they are being measured

- Art and science of reports

You drive in the direction you are looking



Cost vs. Quality



BUCK CULTURE - IMPORTANCE OF METRICS

- Slippery slope
 - Bad mistakes are relative

Factory walkthroughs

- Leading and lagging indicators

Anticipating vs. Documenting

MISTAKES DELIVER VALUE

- High Quality = Right product
 - Right Product for specific Job
- Timely Delivery: Contractors need immediate delivery
- Lowest cost = Best price
- Quality is number 1



FEEDBACK

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Please visit our website:
www.buckinghamMFG.com



Please Complete the Online Evaluation

