



REGIONAL PRINT SERVICE CENTERS

**DIGITAL STANDARDS
AND
CAPABILITIES**

REGIONAL PRINT CENTER NETWORK DESCRIPTION

Today, Office Depot has 6 Full Service Regional Print Centers (RPCs) across the US. Each facility consists of approximately 20K + square feet of print production and fulfillment space. The RPC locations are 100% digitally connected to operate as a Full Service national network that utilizes its redundancy in operating strength to better support the needs of our customers across a much broader territory while providing Office Depot the ability to optimize our resources and provide overlapping internal support further strengthening our abilities.



Each Regional Print Center location is housed within one of our existing Distribution Centers to provide added levels of security while gaining the closest proximity to our Supply Chain support and distribution services. Each location is monitored 24 hours with video and security services.

Our Regional Print Centers are operated by dedicated and trained print staff and outsourced support that have been certified through our internal Training and Development Programs as well as equipment certification with Xerox, who today is our premier print partners. Our focus is to allow our associates to successfully fulfill each customer's order with the highest level of quality in the most efficient and effective manner possible.

QUALITY ASSURANCE / ORDER MANAGMENT

The RPC Network utilizes an internal workflow platform as a Quality Accountability tool and production order management system to capture accountable and key quality activities throughout the fulfillment process. Each corresponding order's quality activities are scanned in at each stage of fulfillment. These scans provide Managers, Production Leads, and Client Services with real time visibility towards a specific order's status as well as providing associate level reporting towards quality accountability.

Below is an example of stages within the print fulfillment process where associates capture and record their fulfillment and quality assurance activities. This level of order management ensures accountability at each step of production and provides a trackable record of quality assurance down to the associate's employee ID#. This allows for Management to quickly identify any situations that may impact customer quality whether with technology, process, or people.

The screenshot shows a web browser window with the URL <https://odnet.printernet.com/in-process-scan.aspx>. The page features the Office DEPOT logo and a navigation bar with the following links: Dashboard, Open Orders, Open Line Items, In-Process Scan (highlighted), Shipping, Reports, Management, Production Control, Equipment, and Accounts. A search bar in the top right corner contains the text "corporate@officedepot.com -- Site(s): All Logout" and a "QUICK SEARCH" button. The main content area is titled "In-Process Scan" and contains a form with the following fields:

- Badge ID: 419318 (with a message: "No known user exists with this user ID.")
- Department: Print (dropdown menu)
- Locations: Select (dropdown menu with a list of options: Select, (Large Format) Printing, (Large Format) Set Up, (Large Fromat) Ready to Print, Printing, Ready to Print / Staged, Set Up)

The Windows taskbar at the bottom shows the time as 5:42 PM on 4/30/2015.

INTERNAL QUALITY REPORTING

All Quality Assurance concerns for items recognized internally during fulfillment or externally, that may have been received by the customer, are captured within the ODNET Order Management System. The concerns are logged into the system and the respective Production Leadership and General Manager are notified. This notification initiates an investigation into the root cause of the issue, the recovery necessary on the order or to the customer, and the determination of a long term solution whether that be a change in process, developmental training for an associate, or service to a machine.

Whatever resolution is required, the customer takes priority and the Facility Leadership is responsible for completing the investigation, recording the appropriate actions, and closing the concern in the system within 24 hours. Below is an example of the QA log which captures the documented activities:

Quality Assurance

Please select your work station
Work Station:

Recorded By:	Catherine Reyes	Current Date:	11/07/2017
Status:	Closed - Vendor Issue	Site ID:	atl
Issue Type:	External	ODNET ID:	OK423815
Error Type:	Packaging and Shipping	Line Number:	All
	Lost Package	Component Number:	All
Reported By:	Thomas Mizerski	GMIL Number:	967932505-001
Sales Rep:		Date Ordered:	10/04/2017
Incident Date:	10/31/2017	Ship Date:	10/23/2017
Customer Notified Date:		Actual Ship Date:	10/23/2017
Error Description:	CR, package lost by UPS. Customer started an investigation but no movement yet and customer needs the banner on 11/3/17, Tracking #	Customer Contact Name:	THOMAS MIZERSKI
Immediate Resolution:	Reprint for delivery on 11/3/17	Customer Phone Number:	16095754111
Root Cause:	Vendor lost package	Company Name:	THOMAS MIZERSKI
Long Term Resolution:	Feedback to UPS	Email:	TOMJM92@OPTIMUM.NET
Supply Cost:	100.00		
Labor Hours:	10.00		
Fail Quantity:			

Scan Users

[Save Changes](#)

PRODUCTION CONTROL

In order to ensure the highest levels of efficiency, quality, and automation within the fulfillment process, Office Depot is supported by a team of Production Control Managers. This team works directly with our Customers, Vendors, Programmers, and Production Leadership to establish and design the most effective print workflow for a customer's needs and/or products.

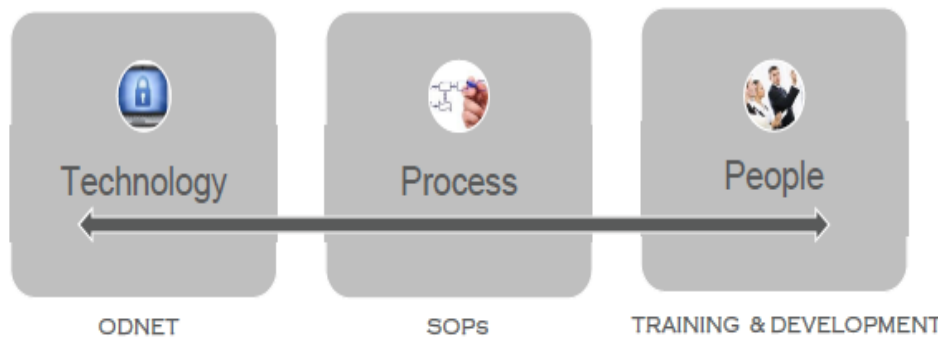
This team leads the development of process and technology in order to optimize the services that we provide to our customers and the print capabilities that our customers require to successfully achieve their goals and objectives.

PRODUCTION CONTROL WORKFLOW

FULFILLMENT SYSTEM

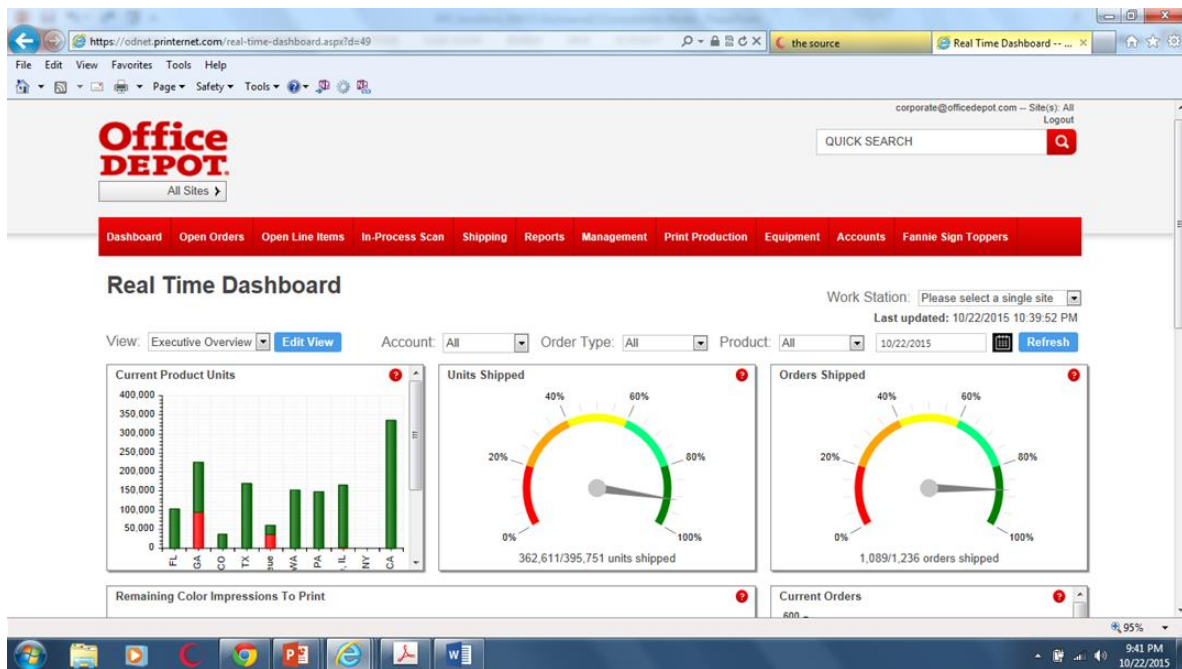
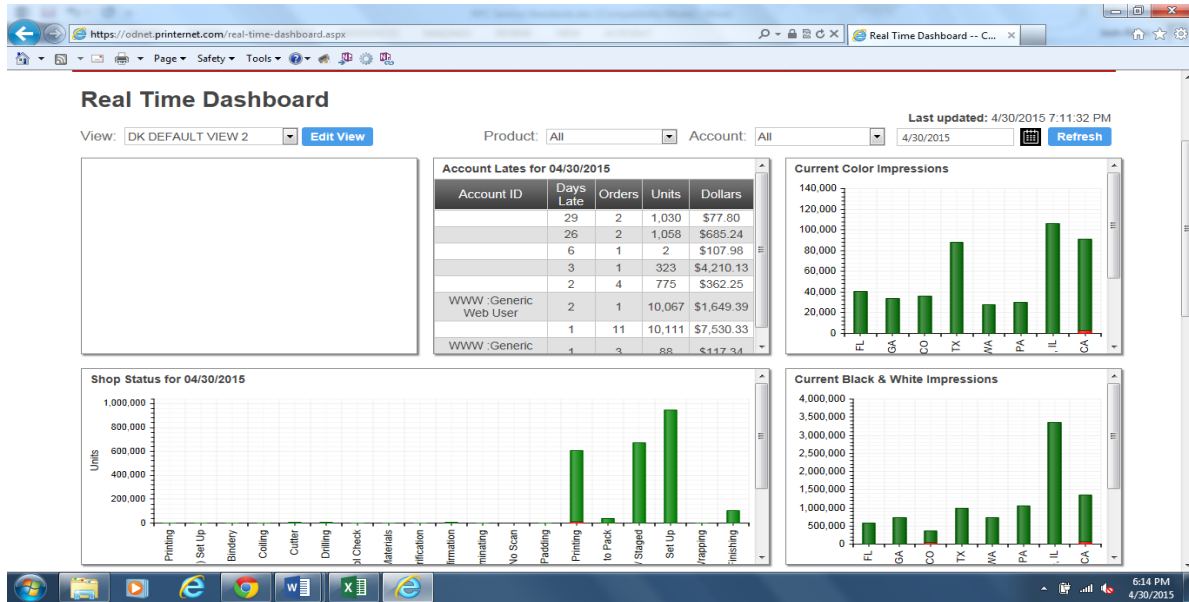


Key Areas of Control	Customer Expectations & SLAs	Facility Layout Design Optimization	Productivity & Equipment Utilization	MIS Applications & Infrastructure	Standard Operating Procedures	Personnel Training & Certification
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PRODUCTION DASHBOARDS

Each Regional Print Facility monitors their own respective production dashboard while Production Control Managers review a national dashboard to effectively load balance across all locations to ensure that customer's product needs and timeframes are met.



Quality & Production Workflow Overview

Operator Training & Certification Process



Overview

The *Certification for Production Excellence* program is Office Depot's formal training and certification program for all staff within the Regional Print Center. It consists of a continuum of development and performance improvement for each position. Participants are trained and assessed by competency, with performance improvements built on a foundation of quality and process.

Business Goals

- **Consistent talent development.** One goal of the program is to provide consistency in quality and productivity, and to capture every opportunity for increasing profitability in the use of resources during the fulfillment process. This program provides a common method for training, feedback, and coaching across the network.
- **Set standards for quality, performance, productivity, and control.** The focus of this program is on standards of quality, performance, productivity, and control. The objective is to drive improvements in the RPCs' operating margins by optimizing equipment allocation and usage, minimizing the financial impact of quality breakdowns, and leveraging our investment in system improvements and hardware additions.
- **Define career paths.** A formalized training and certification program provides a defined career path and a continuum of associate development and performance improvement with incremental increases in levels of recognition.
- **Employee retention.** Achieving these business goals will help productivity and profitability and increase employees' sense of pride and ownership in the RPC, resulting in improved retention.

Participant	 Yellow Belt Competency Categories	 Green Belt Competency Categories	 Black Belt Competency Categories
Contingent Associates	A, B*	D*, E*	--
Production Assistants	A, B*	D, E*	--
Production Specialists	A, B*	D, E*	--
Production Leads	A, C	D, F	G, H
Production Control Leads	A, C	D, F	G, H
RPC Manager	A, C	D, F	G, H

* as directed by the RPC Manager or Sr. Consultant, RPC Order & Production Mgmt.

Who are the certifying managers? Production Leads or Production Control Leads are the certifying managers for Contingent Associates, Production Assistants, and Production Specialists.

RPC Managers or Sr. Consultant, RPC Order & Production Mgmt. certify Production Leads and Production Control Leads.

Sr. Consultants certify the RPC Managers.

Belt Descriptions

Yellow Belt

■ Focus: Safety, Quality and Security

Overview



To achieve Yellow Belt certification in the program, participants learn and execute the core standards in safety, quality assurance and security within a supervised production area during the print fulfillment process. In addition, participants learn about the training and certification program as it relates to promotional growth through improvements in productivity and performance.

Yellow Belt Categories Yellow Belt competencies are divided into three categories:

A = All associates

B = Operational functions

C = Supervisory skills/functions

Operational functions – for associates who produce work (e.g., Contingent Associates, Production Assistants, Production Specialists and Production Leads).

Supervisory skills/functions – for associates who manage other people and manage workload (Production Leads, Production Control Leads, RPC Managers). These people will be certified for Yellow Belt, and will also certify other associates on the operational competencies. They may be certified when they have completed all competencies in the A and C categories. They are expected to be knowledgeable enough to certify others in the A and B categories.

Working ahead While working on the Yellow Belt certification, participants may also work ahead on the Green Belt competencies as directed by their certifying manager, or for their own interest in developing their skills.

Green Belt

Focus: Performance, Productivity and Control

Overview



To achieve Green Belt certification in the program, participants must consistently execute the core standards in safety, quality assurance, and security within an unsupervised production area. In addition, participants will be trained on producing jobs with higher levels of complexity, equipment and system operations, and will be expected to execute these skills at increasing levels of productivity.

Adhering to our Standard Operating Procedures, which include **preventive controls** (to prevent errors) and **detective controls** (to discover errors) is of critical importance.

Staff who are Green Belt certified have demonstrated competency with all levels of productivity related to all equipment and activities within the RPCs. Each associate will build on basic safety and quality expectations and should be able to operate equipment at a specific level of productivity.

Green Belt Categories Green Belt competencies are divided into three categories:

D = All associates

E = Operational functions

F = Supervisory skills/functions

Operational functions – for associates who produce work (e.g., Contingent Associates, Production Assistants, Production Specialists and Production Leads). They may be certified when they have completed all competencies in the D category and those in the E category that their certifying manager requires.

Supervisory skills/functions – for associates who manage other people and manage workload (Production Leads, Production Control Leads, RPC Managers). They may be certified when they have completed all competencies in the D and F categories.

Once certified in Green Belt, they will certify other associates on the operational competencies in Green Belt, and they are expected to be knowledgeable enough to certify others in the D and E categories.

Note: E-7 Fidelity Certification applies only to RPCs fulfilling Fidelity work.

Working ahead While working on the Green Belt certification, participants may also work ahead on the Black Belt competencies as directed by their certifying manager, or for their own interest in developing their skills.

Black Belt

Focus: Leadership and Operational Management

Overview Black Belt is for supervisory skills in the RPC Network. The competencies are divided into two categories:



G = Leadership

H = Operational Management

To achieve Black Belt certification participants must demonstrate Quality Management principles (based on Deming's 14 points, adapted for OD) in the core standards of safety, quality assurance, and security, while ensuring optimal levels of performance, productivity, and control within a given department. Focus is on continual process improvements to further centralize and standardize processes and controls.

A Black Belt will have mastered:

- Effective leadership
- Consistent application of Quality Management principles
- Planning for resource utilization in the context of complex project management
- Successful management of complex projects, including labor and resource scheduling, production load balancing and production control

Preparing to be a Certifying Manager

Certifying Managers must do the following:

- Print or provide directions to the participant to access the training program materials.
- Obtain all testing / assessment tools for reference.
- Ensure the participant is included in Training & Development SmartSheets.

- Ensure the participant has access to online sites (SharePoint, ODLearning, etc.) required for program completion.
- Confirm assessment appointments, integrating assessment time into functional floor schedule.
- Assign labor budget (approximately 5%) to training initiatives.
- Become very familiar with the topics for which you will be certifying your staff. Be thoroughly prepared to conduct each certification.
- Record each participant's progress and program completion.
- Print the appropriate number and type of Participant Guides.
- Print the SOPs that are relevant to the topics (see the Competency Chart for each belt level)
- Set up a classroom environment with PC, projector, speakers for the face-to-face learning events.
- Create certification award documents for acknowledgment of accomplishment

Note: An HR Business Partner will fulfill a part of the certifying manager role for the F3 and F4 competencies.

About the Certifier Guides and Participant Guides

Overview The Certifier Guides contain some program information in the Overview that is not included in the Participant Guides.

Suggested Responses In the competency certification sections, the Certifier Guides contain suggested responses for your reference when meeting with the participant. These are shown in *brown italic font* and are not included in the Participant Guides. The suggested responses are provided to help you ensure the participant understands the topic.

*Participant Progress
Checklist*

In the A2 competency (Roles and Responsibilities) there is a job description for each job position in the certification program: RPC Manager, Production Control Lead, Production Lead, Production Specialist, Production Assistant, and Contingent Associate.

There is a checklist for each position, showing the topics for which the participant may be certified. Participants can check off completion of each topic for their own reference.

Categories of Yellow Belt Competencies (A, B, and C)



There are three categories of Yellow Belt competencies: **A (All)**, **B (Operational)** and **C (Supervisory)**.

A. Yellow Belt Competencies – All

Topic / Objectives	Associated SOP
A1. Certification for Production Excellence Introduction Describe Office Depot's marketplace positioning for Print Services Describe the RPC organization Explain the CPE Program Train-the-Trainer for Certifying Managers (use only for RPC Managers and Leads)	
A2. Roles & Responsibilities Explain your roles and responsibilities in the CPE program	
A3. Facility Safety Explain the RPC's basic critical safety procedures	(Emergency Response Guide)
A4. Quality Assurance Describe the basic features and functions of OD Net Describe the components of an OD Net job ticket Demonstrate the OD Net scanning process	
A5. OD Net Essentials Describe the RPC's quality assurance standards and how they are tracked	RPC_OP_SOP_QualityAssuranceReportingProcess
A6. 5S Organizational Standards Describe 5S and its purpose Conduct a 5S sustainment audit	RPC_OP_SOP_5SOrganizationalStandards

B. Yellow Belt Competencies – Operational	
Topic / Objectives	Associated SOP
B1. Finishing/Bindery 1 Use specified finishing/bindery equipment safely and correctly Produce quality finishing/bindery output on specified equipment	RPC_OP_SOP_FinishingAndBindery
B2. Packaging Demonstrate proper box assembly Correctly pack finished materials for shipping Explain the labeling and manifesting process Use OD Net for labeling and manifesting Demonstrate ability to ensure job integrity by: • Printing out manifests • Printing out carton content labels • Applying manifest and carton content labels correctly on cartons	RPC_OP_SOP_PackagingProcess
B3. Supply Management Stock and replenish supplies properly	RPC_OP_SOP_SupplyManagementandReplenishment
B4. Digital Print Basics Interpret instructions on a job ticket Prioritize job tickets Select correct paper stocks based on job ticket Handle and load paper correctly Program paper trays correctly Release a job from the hold queue Recognize the quality control characteristics of printed output Clear paper jams Explain quality control characteristics of printed output Unload printed output to maintain job integrity Add/replace consumables supplies (toner, toner waste containers, etc.) Demonstrate ability to manage multiple printers in a bay running multiple jobs	RPC_OP_SOP_DigitalPrint
B5. OD Net Order Status Inquiry Use OD Net to locate orders in the RPC Use OD Net to search and sort jobs	

C. Yellow Belt Competencies – Supervisory	
Topic / Objectives	Associated SOP
C1. Tactical Leadership Demonstrate ability to effectively communicate with associates Demonstrate how to communicate expectations to associates Demonstrate ability to teach/coach associates to perform their jobs	
C2. Tactical Workload Management Explain how to load balance production in multiple departments within the RPC Explain the philosophy of assessing workload and pipeline for the week	RPC_OP_SOP_WeeklyProductioCon trolMeetings

Categories of Green Belt Competencies (D, E, and F)



There are three categories of Green Belt competencies: **D (All)**, **E (Operational)** and **F (Supervisory)**.

D. Green Belt Competencies – All	
Topic / Objectives	Associated SOP
D1. Relentless Quality Explain OD's Relentless Quality Complete a Relentless Quality Action Plan	

E. Green Belt Competencies – Operational	
Topic / Objectives	Associated SOP
E1. Digital Print Pre-Production Demonstrate the ability to set up files for the most efficient and effective print layout Use FreeFlow and other front-end programs to set up a file accurately and imposed to produce the most efficient "production friendly" output	RPC_OP_DigitalPrintPreProduction

E. Green Belt Competencies – Operational	
Topic / Objectives	Associated SOP
E2. Mono Print Production Calculate production run time Correctly program equipment features such as finishing Operate equipment to set productivity standards Retrieve jobs for re-print Access billing meters and equipment information Follow established service procedures	RPC_OP_SOP_DigitalPrint
E3. Color Print Production Calculate production run time Correctly program equipment features such as finishing Perform color calibration at the printer using an upstream color management system Operate equipment to set productivity standards Retrieve jobs for re-print Access billing meters and equipment information Follow established service procedures	RPC_OP_SOP_DigitalPrint
E4. Large Format Production Interpret printing/finishing instructions on a job ticket Prioritize job tickets Perform pre-production on files for resolution, formatting, color adjustments, etc. Select the appropriate printer and media type based on job specifications Locate and release a job for printing Recognize the quality control characteristics of printed output Recognize the quality control characteristics of finishing output (including mounting/lamination, cutting, boxing, grommets, banner stands) Manage multiple printers in the sign shop, running multiple jobs Add/replace consumable supplies: toner, toner waste container, etc. Troubleshoot Quality Assurance issues Follow established service procedures	RPC_OP_SOP_LargeFormatProduction

E. Green Belt Competencies – Operational	
Topic / Objectives	Associated SOP
E5. Finishing/Bindery 2 Operate specified finishing/bindery equipment to noted productivity standards Follow established service procedures	RPC_OP_SOP_FinishingAndBindery
E6. Shipping Use ODNet Shipping Use the Warehouse Management System (WMS) to ship Desktop Delivery print orders Use GMIL to research order status, as needed	RPC_OP_SOP_ShippingProcess
E7. Fidelity Certification Demonstrate knowledge and use of Fidelity-specific SLAs, SOPs, quality assurance, and business processes, such as: • Pre-Production Procedures • Bucket System • Shipping/Labeling	(Fidelity Guide)
E8. Media/Substrates <i>In development</i>	
E9. Color Management <i>In development</i>	
E10. Inkjet Production <i>In development</i>	
E11. Advanced Pre-Production <i>In development</i>	

F. Green Belt Competencies – Supervisory	
Topic / Objectives	Associated SOP
F1. OD Net Reporting and Analysis Describe reports that can be obtained via OD Net Explain how to use OD Net to maximize RPC productivity Explain how to monitor and close out QA issues in OD Net	
F2. Strategic Workload Management Create a Functional Floor Schedule Demonstrate the ability to assess workload and pipeline for the week Explain how to allocate labor to meet the RPC's operational needs and performance objectives	
F3. RPC Talent Acquisition Explain how to source and evaluate candidates Explain how to use HR tools in recruiting Conduct a mock hiring interview	RPC_OP_SOP_PersonnelManagement
F4. RPC Talent Development Demonstrate effective performance planning, coaching, and evaluation to improve associate performance and motivation	

Categories of Black Belt Competencies (G and H)



There are two categories of Black Belt competencies: **G (Leadership)** and **H (Operational Management)**.

G. Black Belt Competencies – Leadership	
Topic / Objectives	Associated SOP
G1. Deming's 14 Principles List Deming's 14 Principles Explain how Deming's principles apply Recognize situations where Deming's principles can be applied Set an action plan for applying Deming's principles to your organization	

G. Black Belt Competencies – Leadership

Topic / Objectives	Associated SOP
G2. Problem Solving List the steps for effective problem solving Describe ways to determine the root cause of a problem Demonstrate problem solving technique and skills on a current problem, to result in the resolution of the problem	
G3. Executive Communication Skills Describe the elements of communication Determine when a phone call is preferable to email Demonstrate ability to communicate effectively in writing Use active listening skills Describe methods for delivering effective presentations Demonstrate effective presentation skills Exhibit executive presence Demonstrate ability to have difficult conversations that are productive	

H. Black Belt Competencies – Operational Management

Topic / Objectives	Associated SOP
H1. Workflow Management Describe the basic workflow in the RPC network Describe the time, cost, and quality decisions needed to achieve optimal production workflow Describe the impact of Pre-Production on workflow Explain how manual/automated processes impact workflow Describe the impact of Shipping decisions on workflow and costs Explain how to optimize workflow and production efficiency based on job scheduling, equipment utilization, and data analysis Demonstrate ability to efficiently manage your RPC's unique workflow	

H. Black Belt Competencies – Operational Management	
Topic / Objectives	Associated SOP
H2. Optimal Production Methods Describe the differences between offset, digital toner, and digital inkjet print production in terms of Time/Cost/Quality, in areas such as: • Process/mechanics • Production cost (TCO) • Margins vs. Price to Customer • Production time • Pre-Production • Workflow • Substrates • Image Quality • Finishing Select the optimal production method based on Time / Cost / Quality considerations	
H3. Data Security in Production Printing Describe types of sensitive data Explain the basics of handling sensitive data in the production printing environment Describe data security requirements Describe the types of compliance programs Describe the purpose of SOC2 Trust Principles Explain the responsibilities of the RPC staff in data security Evaluate your RPC's secure handling of sensitive data and documents	
H4. Labor Resource Management Use effective recruiting and interviewing skills to obtain talent Describe factors that impact the optimization of labor to equipment and workload Balance labor allocation based on work volume, equipment availability, scheduling and training time Implement team building strategies Demonstrate the ability to develop associates' skills and performance based on individual strengths and weaknesses Demonstrate the ability to lead team members for enhanced employee satisfaction and retention	

NETWORK PRINT CAPABILITIES

Office Depot continues to invest in the transitioning print industry to provide our customers with the greatest flexibility and varying degrees of technology necessary to meet their needs. Providing our customers with options, gives them control in what is most important for their project or product. Whether it's needed faster or with a higher degree of quality, we have equipment choices that allow our customers to fulfill these needs. Below lists our current equipment line up though this is always subject to change as we make new investments.

INKJET PRINTING – One of the largest changes in the print industry today is the transition printing from commercial or “offset” printing and toner-based printing, to inkjet. Inkjet is the recreation of a digital image by propelling droplets of ink onto various papers and plastic substrates. This technology provides the customer with a more cost-effective solution delivering good quality that satisfies 95% of most digital print applications.

TONER-BASED DIGITAL PRINTING – Toner technology has long been a cornerstone of the print industry and continues to play a critical role in today's digital production environments. Toner-based printing uses electrically charged particles of fine toner powder, fused to the surface of the paper or other substrates with heat and pressure to reproduce a digital image. This process delivers consistent, sharp text and graphics, reliable color stability, and accurate registration, making it an excellent choice for many short- to medium-run applications where dependable quality and fast turnaround are essential.

Xerox Baltoro Cut-Sheet Inkjet (Approx 275,000 impressions / day per machine)



Xerox iGEN5 Cut-Sheet Color Press (Approx 220,000 impressions / day per machine)



Xerox Iridesse Cut-Sheet Color Printer (Approx 275,000 impressions / day per machine)



Xerox CP 1000i Cut-Sheet Color Printer (Approx 145,000 impressions / day per machine)



Xerox Nuvera Cut-Sheet Monochrome (Approx 450,000 impressions / day per machine)



FINISHING CAPABILITIES – Our finishing services provide customers with options and services to make their finished print products more visually and functionally pleasing. Or perhaps to give the piece a bit more protection and durability. Our finishing capabilities provide customers with the options and expertise to ensure they get the desired product, once completed. These are the most commonly provided services for our customers “once the ink has dried.”

Perfect Binding



Booklets



Coil/Comb Binding



Wire O Binding



Padding



Drilling



FINISHING CAPABILITIES – (Continued)

Laminating



Cutting



Collating



Scoring / Slitting



Kitting



Packaging



Distribution



LARGE FORMAT - SIGNAGE / GRAPHICS CAPABILITIES – Large Format Signs and Graphics continue to be one of the hottest technologies and products desired in the market. The variety of substrates that can be printed on in so many different sizes can make a BIG impression with our customers. The vast assortment of products include but are not limited to:

- Posters
- Indoor / Outdoor Banners
- Canvas Prints
- Yard Signs
- Magnet Signage
- Packaging
- Wallpaper
- POP Signage
- Vehicle Wraps
- Window Clings
- X-Stands / Banner Stands

(RICOH) Hybrid Large Format Printer – Addition of 2 new RICOH H16 Flatbed Printer



(HP) Hybrid Large Format Printer – Addition of 1 new HP R1000 Flatbed Printer



LARGE FORMAT FINISHING CAPABILITIES – Much like the services and options offered on small format printed products, large format signage and graphics also offer a variety of finishing options once the piece has been printed. Below are some of our most highly desired services.

(COLEX) Flatbed Digital Cutter



Banner Stands / X-Frames



Large Format Laminating / Mounting



Vinyl / Label Cutting



NATIONAL PRINT SUPPLY CHAIN DISTRIBUTION

In addition to this investment in technology, Office Depot also provides our customers with the opportunity to utilize our premier national supply chain distribution to deliver their printed product(s) anywhere in the country. Office Depot Print Distribution covers every zip code, every day. So, whether it's to a single location or a more complex multi-location distribution, Office Depot has a team of Program Leads that can assist with setting this up and processing the request.

