

**NAME:** NIGEL MILLAR

**YEAR OF BIRTH:** 21 August 1944

**NATIONALITY:** British

**QUALIFICATIONS:** BA (Hons) History, Politics & Economics  
Master in Business Administration

**POSITION IN COMPANY:** Associate

**SPECIALISATIONS:** Business Excellence  
Public Sector Management  
Project Management

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### **CAREER SUMMARY**

Nigel Millar has nearly 30 years experience with the Post Office in a wide range of roles including Operations, Planning, Project Management, Personnel and Industrial Relations. For the past ten years he has built up extensive experience in the field of Business Excellence – first with Royal Mail and then with the Quality Scotland Foundation (QSF).

He is now a leading exponent in Scotland of self-assessment against the European Excellence Model. Nigel enjoys strong inter-personal, facilitation and presentational skills and works well in a team environment – both as leader and as team member.

### **RELEVANT MANAGEMENT EXPERIENCE**

#### **QUALITY SCOTLAND FOUNDATION**

##### **1996 - 2001 Director of Business Excellence / Self Assessment Training**

Quality Scotland Foundation (QSF) is Scotland's premier body in the field of Business Excellence and is the partner organisation of the European Foundation of Quality Management. Nigel's responsibilities have included:

- Judge for COSLA Quality Awards
- QSF Account Manager for the COSLA Quality Network
- The QSF EFQM Self Assessment training programme – Open & In-house
- Support to QSF members in implementing and consolidating their own EFQM self-assessment initiatives including:
  - Aberdeen City Council
  - Aberdeenshire Council
  - Argyll and Bute Council
  - Dumfries and Galloway Council
  - Dundee City Council
  - Glasgow City Council
- Design and implementation of Process Mapping & Performance Measurement workshops
- The introduction of process working into QSF

## **ROYAL MAIL SCOTLAND AND NORTHERN IRELAND**

### **Director of Business Excellence: 1991-96**

Responsible for developing, facilitating and consolidating Royal Mail's Excellence Programme in an organisation more used to a "traditional"/hierarchical management style. His achievements and responsibilities included:

- MOMENT OF TRUTH Initiative: 65% of front line colleagues involved annually in quality improvement programmes
- The introduction of process working
- Implementation of a structured programme of assessment against the European Excellence Model at senior/middle management and front line levels
- Implementation of a comprehensive and effective management process
- Strategic account manager (sales) for Glasgow and Edinburgh Councils

## **PARCELFORCE SCOTLAND & NORTHERN IRELAND**

### **Area Manager: 1986-1991**

In 1986 the Post Office re-structured into 3 customer facing divisions – Letters, Parcels and Counters. Nigel was responsible for launching Parcelforce in Scotland & Northern Ireland. His achievements included:

- Doubling productivity and making significant improvements to service quality
- Setting up a discrete parcel delivery network - on time & under budget
- Opening a new parcel sorting centre in Edinburgh - on time & under budget
- Leading the team which developed the Parcelforce quality strategy

## **HEAD POST OFFICE GLASGOW**

### **Assistant Head Postmaster (Planning & Personnel): 1981-1986**

Between 1981 & 1985 Nigel project managed the mechanisation of both letter and parcel mails in Glasgow. Both were £25m+ projects involving the latest postal technologies. Both were implemented on time and within budget - often in the face of intense union opposition. As well as using project management techniques he led a team of skilled and motivated colleagues through the design and launch stages of both projects.

Other achievements included projects to implement a new telephone system, the introduction of a devolved budgetary control system and a major re-structuring of employee organisation.

## **OTHER POST OFFICE EXPERIENCE**

### **1968 – 1981**

Nigel joined the Post Office from University as a Management Trainee. In the 1970's he worked in a variety of industrial relations posts and as a tutor at the Post Office's Management Training centre at Rugby.