



## NEW HAVEN SECTION 305 FISCAL YEAR 2009-2010

[www.asqnewhaven.org](http://www.asqnewhaven.org)



ASQ New Haven Newsletter

May 2010 Issue

# TRAINING WITHIN INDUSTRY WITH TOM SOUTHWORTH

According to a recent survey conducted by the National Association of Manufacturers (NAM), 80% of companies report a severe lack of skilled employees. Lack of skills and the challenge of competing in a global economy have significantly impacted 75% of those surveyed. More than half of those surveyed listed front line supervisory skills as the most important factor to maximize employee commitment and productivity.

Every supervisor needs to train employees to do their job correctly and efficiently. TWI Job Instruction (JI) is the way to teach anyone how to properly train.

TWI JI dramatically leverages your training dollars - the retention rate for employees taught using this method is significantly higher than with traditional on the job training. The result is a substantially higher employee productivity realized in a substantially shorter time frame. JI is a critical component in any continuous improvement program to ensure the sustainability of quality and productivity gains.

CONNSTEP is Connecticut's only certified TWI program provider – join us for an informational session where you will learn how TWI JI allows companies to standardize methods, reduce employee errors, increase product quality and shorten the training interval for new or transferred employees.

Tom Southworth joined CONNSTEP as a Lean Manufacturing Specialist in 2007. In this role he provides consulting services to a variety of manufacturing companies with a concentration in Lean Manufacturing and TWI: Training Within Industry. He has provided both classroom and hands-on training and facilitated the design, development and implementation of Lean Methodologies on an enterprise wide basis. Tom is a SME Certified Lean-sensei and an ASQ Certified Manager of Quality and Organizational Excellence. Mr. Southworth has more than 23 years of manufacturing

experience, including 19 years in management, with a particular focus in quality and plant management.

Mr. Southworth has exceeded the needs of CONNSTEP clients by providing a variety of tailored services in support of the clients' individual needs. Assignments have included VSM, Work Cell Design, Work Flow, Kanban, 5S, Set-Up Reduction and Problem Solving in both shop and front office environments. These clients reported more than \$80MM in impact. These impacts are reported for fiscal year 2009. These figures are client reported through an independent third-party audit of the NIST/MEP System.

Tom also teaches both introductory and advanced Lean Manufacturing courses at several of Connecticut's community colleges.

Prior to joining CONNSTEP, Tom served as the Director of Lean Manufacturing for Moore Wallace, an RR Donnelley Company, during which time the company conducted over 300 kaizen and training events involving more than 1,700 associates. These events yielded productivity improvements in excess of \$50MM as well as a 30% decrease in inventories. Tom has personally conducted more than 40 kaizen and training events specifically in the printing industry.

Mr. Southworth served as the Plant Manager for the Moore Wallace facility in Manchester, New Hampshire, a 165-employee forms and label printing plant. He has also held plant management and quality management positions with CCL Label and Alpine Label Holdings., LLC.

As a plant manager, Tom has overseen plants which have had 300% improvements in EBITDA, 50% improvements in productivity, 25% improvements in quality and in 2003 his plant won the Moore Class Plant of the Year award.

## MEETING CONTACTS AND DIRECTIONS

**Date:** May 19, 2010

**Place:** Brazi's Restaurant.

**Time:** Networking: 5:30; Dinner: 6:00; Speaker: 7:00.

**Dinner:** Chicken, Beef or Fish.

**Cost:** \$25.00. *RSVP no later than May 17th*

**ONLINE RESERVATIONS:** [www.asqnewhaven.org](http://www.asqnewhaven.org)

**CONTACTS:** Jim Petropoulos (203)250-3751 or email:

[James.Petropoulos@AtlanticInertialSystems.com](mailto:James.Petropoulos@AtlanticInertialSystems.com);

Bill Folsom: (860)-565-3678 or email:

[William.Folsom@dcma.mil](mailto:William.Folsom@dcma.mil).

## DIRECTIONS TO BRAZI'S RESTAURANT

**From the North:** Take I-91S to I-95S at the Long Wharf Exit #46 for Sargent Drive. Brazi's is behind the Mobil Gas Station across from the ramp.

**From the South:** Simply take I-95N to Long Wharf Exit #46 and take a left off the ramp. Then take a left at the next light under the highway, then a left down Sargent Dr. Follow the rest of the directions as *From the North*.

## MESSAGE FROM THE CHAIR

The slate of officers for 2010-2011, starting July 1 will be Jay as chairman, Randy as treasurer, and Julie as secretary. The committee chairs will remain essentially the same. The next newsletter will list all the details of the committee chairs. Jay was vice chair last year and initiated the free flash drives to members attending the monthly meetings, as well as promoting the NHSASQ at the University of New Haven. Randy and Julie have served in the same capacities before and always did a great job. We have an excellent and dedicated slate to continue on with our mission.

On a more technical note...Root Cause Analysis have been the buzzwords of late. Getting to the root cause of a problem in many cases may not be that simple. There are a whole lot of techniques we can apply in problem solving efforts. One of the changes in ISO9001:2008 involved changing the word cause to cause(s). A single cause may exist but in the case of more complex problems there may be more than one cause.

One of the problems quality professionals have in most problem investigations is a lack of time, especially in the smaller plants. There is general guidance on this--essentially- the greater the impact of a problem the greater the emphasis on root cause analysis. However, this is subjective to a degree, and as corrective actions

are subject to approval by third party auditors where companies are ISO registered, or customers, this can present a problem. The key is properly following up the effectiveness of the action taken. There is also the chance that the action taken may appear to have resulted in correction, although there is only a correlation and not a cause and effect relationship. In other words the true cause did not repeat but only happens in more of a random manner, and may eventually repeat.

An essential part of acting on a problem is containment of the problem. Toyota could have prevented some if not all of the deaths by greater emphasis on root cause analysis and getting the cars fixed ASAP. In this case there are at least two causes. By not taking timely action, a second cause appeared. And by all reports so far, the second cause was greed. This type of root cause is beyond what quality professionals are used to. Like I mentioned, getting to a root cause(s) may not be simple, and neither may be the corrective action."

Nick Squeglia  
Chairman, NHSASQ

## APRIL'S DINNER MEETING

Last month Russ Westcott gave an interesting talk on the rationale in support of subsystems often that are not audited. He listed his topics as follows:

1. Risk Management
2. Competence, Training, and Awareness
3. Strategic Planning and Deployment
4. Benchmarking Process
5. Project Planning
6. Knowledge Management

On Risk Management Russ asked what potential risk exposed your organization to a loss? Also what are the impacts if risk occurs? He offered ways to handle risk like avoiding exposure, segregating out risks by the most critical and how to transfer risk. Many use tools like Failure Mode and Effects Analysis (FMEA). He cited what recent risks that became reality and what could have been done to mitigate them. Things like the recent volcano eruption in Iceland which stopped travel to Europe and the latest computer virus that's hampering plenty of business to date. He rhetorically asked to everyone do they have Plan B here when they set their objectives in place.

The next topic he discussed was Competence, Training, and Awareness. He showed us a union chart of three main sources: Job skill, Task Fit and Company Fit and

where each intersected towards accomplishing one's knowledge, experience and aptitude. Some of the things to consider here on training would be one's reaction, learning behavior, and pay back as return on investment. Any noted differences need to be expounded towards correcting with supervisory oversight and internal responsibility. Lack of enforcement at the management level places a drop in achievement.

The next topic on his list of six was Strategic Planning, something many of us has had to adjust and create in times of finding solutions and answers to various problems. In essence the quality statement fits here that we don't ship garbage. In doing so we need to meet specific needs, measure objectives, achieve challenges, set real objectives all in a reasonable timeframe. Given any objective it must be worth doing assigning responsibility towards structured yield for desired results. Stepping this out we should set a strategic goal, then a strategic objective, followed by a functioning objective and a subsequent individual action plan.

On Benchmarking he gave an example on how various military groups in the early part of the 1900s

benchmarked their maneuvering skills to that of the Ringling Brothers and Barnum and Bailey Circus. The fastidious planning to orchestrate all the equipment, stages setups and of course the animals showed that they all followed a defined fast moving plan. He also cited other organizations to benchmark like LL Bean's catalogue system to a salon and spa, an airplane mechanics crew to an auto racing pit crew, and ammunition manufacturing to filling lipstick tubes.

Next on the list was Project Planning where Russ discussed some tools for assessing feasibility and selective projects. He threw up some Gantt charts showing time versus task matrices. In efforts to meet a project one needs to chart themselves in a progressive way mitigating any conflicting problems, customer demands and what it takes to deliver on time.

Last on his list was Knowledge Management where he said that explicit knowledge is something captured and recorded, so to speak. Tacit Knowledge is left at the discretion of each person so long as they stay on board. When those who are placed in this tacit position to leave, so goes their knowledge often times leaving the organization in the lurch. He expounded that many of us hoard our knowledge for internal competitive reasons, which only just leads a new organization into further plight. How can one consider being in a position of power if they cannot assure that their managed knowledge is built in to sustain growing rigors? In a neat model he showed how the derivation of wisdom is the apex of the knowledge pyramid surmounting a company's vast information process and foundation of collective data.

**NEW MEMBERS! WELCOME ABOARD!**

- |                                 |                       |
|---------------------------------|-----------------------|
| <b>JEAN ANDERSON</b>            | <b>KERRY C. BROWN</b> |
| <b>JOHN A. DONADIO</b>          | <b>SAM ELAWAD</b>     |
| <b>DHARANI GANDHI</b>           | <b>SEB HOULE</b>      |
| <b>JAMES HARLUKOWICZ</b>        |                       |
| <b>SIVASANKAR KRISHNAMURTHY</b> |                       |
| <b>AMY MOISE</b>                | <b>JOHN J. ZUZAK</b>  |

## ASQ Program Schedule for 2010

DATE	TOPIC	SPEAKER	PLACE	COMMENTS
MAY 19, 2010	TRAINING WITHIN INDUSTRY	TOM SOUTHWORTH	BRAZI'S	
For more information on meeting topics/directions visit our website: <a href="http://www.asqnewhaven.org">www.asqnewhaven.org</a> . The meeting cost covers each dinner. If you're only interested in listening to the speaker there's no charge. Non-ASQ Members are welcome at no additional cost.				

**BRAIN TEASER:** A clever scientist in his lab can bring pure water to a vigorous boil, then immediately pour the water over his head without scalding himself. How does he do it? Note: He does not cool the water down and he has no protective clothing whatsoever.

## FREE PEXAGON TECH 2G FLASH DRIVES!!!!

We are pleased to announce that New Haven Section will give out Prepaid Cards to its members who attend the dinner meetings. This prepaid card entitles to a Personalized 2GB Flash Drive with any available presentation materials loaded. You can redeem this prepaid card at:

[www.giftcards.pexagontech.com/asq0305](http://www.giftcards.pexagontech.com/asq0305) .

You can choose from 14 colors and personalize with 2 lines of text. The drives will be shipped to you absolutely free of charge. These flash drives are sponsored by Pexagon Technology, Inc



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Making Storage Personal™

ASQ Custom Flash Drive Card



This card entitles you to one 2GB custom USB flash drive redeemable at [giftcards.pexagontech.com/ASQ0305](http://giftcards.pexagontech.com/ASQ0305)

■ Free Shipping ■ Free Engraving ■ Lifetime Warranty

### SECTION LEADERSHIP COMMITTEE

#### Section Chair and NEQC Representative:

Nick Squeglia (860) 767-1784

#### Vice Chair and Internet/Web Chair:

Jay Krishnamoorthy (203)589-5350

#### Secretary and Healthcare Liaison:

Julie Petrellis (203) 294-7319

#### Treasurer, Membership,

#### Certification and DRD:

Randy Messinger (203) 294-7319

#### SMP Chair:

Victor Lixin Lei (203) 337-3209

#### Newsletter Chair:

Lawrence Spinello (203) 248-4085

#### Programs and Arrangements Chair:

Jim Petropoulos (203) 250-3751

#### Audit and Placement Chair:

Gene Contardi (203) 795-6914

#### Publicity and Nominating Chair:

William Folsom (860)-565-3678

#### Advisor and Past Chair:

Joseph Valerio (203) 484-6235

#### Advisor and Past Chair:

Linda Pello (203) 269-3112

**MISSION STATEMENT:** "PROVIDE NETWORKING, COMMUNICATION AND DEVELOPMENT OPPORTUNITIES TO SUPPORT KNOWLEDGE, SKILLS AND ABILITIES IN QUALITY PRINCIPLES AND CONCEPTS."

## JOB OPPORTUNITIES!

<http://www.asqnewhaven.org/employment.html>

**BRAIN TEASER: ANSWER:** He can apply a vacuum to a container of water. The water will boil but will remain at room temperature. He can then quickly relieve the vacuum and pour the water over his head without worry of scalding himself.

**Do you know someone interested to present for our Dinner Meetings? Contact James Petropoulos by email**