



NEW HAVEN SECTION 305 FISCAL YEAR 2008-2009

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ASQ New Haven Newsletter

November 2008 Issue

EXECUTIVE LEAN ENTERPRISE WITH ED MILLER

This month's presentation will show how adopting Policy Deployment as a leadership system can engage all members of the senior leadership team in the company's Lean transformation, achieve alignment on priorities across all teams and departments to get the right these done with precision execution. Additionally this will demonstrate how elevating Lean as a company strategy engages the whole enterprise especially senior leadership and their teams.

This presentation will provide a strategic overview of basic considerations, behaviors and tools in improving execution of company strategies. It will provide a framework to decide priorities and deselect less important initiatives to get the important ones completed.

Additionally, a focus on driving accountability and support to achieve the goals of all Key Metrics as well as how they translate those metrics to KPI's at the work area.

SESSION TAKEAWAY:

Business leaders should have a better appreciation (overview understanding) of the advantages of committing to an enterprise wide Policy Deployment process and what's involved in making such a commitment

deploying them (using Hoshin Kanri) through the entire enterprise and to the customer.

Ed is a senior-level executive who is experienced with developing, leading, and executing successful business strategies including enterprise-wide lean transformations. Ed has over 32 years of industry experience as an executive in marketing, sales, and engineering with the practical know-how of applying Lean principles to win in the marketplace. Ed has co-authored several articles and case studies on Lean strategies in marketing and sales. He is a member of the Central Connecticut State University (CCSU) Business School Advisory Council and a member of the Connecticut Shingo Prize Advisory Board.

During his 10 years at one of the early adopters of Lean in North America, The Wiremold Company, Ed was Vice President of Marketing & Sales. He was a member of the leadership team that transformed the company applying lean principles throughout the enterprise. Ed's leadership helped Wiremold leverage the company's lean capabilities with all customers in the buying chain. This allowed Wiremold to achieve strong market position, expand its markets and realize significant and sustainable double digit growth. Results were dramatic, during 1993 to 2000, sales grew 4.5X while operating profits increased 14 fold

Previously, Ed served three years at GS Edwards, a unit of General Signal, as the Vice President of Engineering, and almost 15 years at The General Electric Company holding several key management positions. At GE, Ed was Manager of Product Marketing at GE Electrical Distribution & Control, Manager of Engineering for GE Wiring Devices, Engineering Manager of the GE PLC Venture, and a Research Electronics Engineer at the GE-Corp Research & Development Center.

Ed holds a B.E. in Electrical Engineering from The City College of New York and an M.S. in Electrical



Edward Miller is currently a principal of Strategy Development Services, LLC, a consulting company he founded to help companies along their Lean transformation by developing corporate and go-to-market strategies based on *Lean Business Principles* as well as

Engineering from Union College. Ed also attended many GE business management training programs at Crontonville, NY and Globally including, MDC, BMC, AAMS, et al. He has been awarded 20 patents, and was named "Inventor of the Year" in 1980 by the New York Patent Law Association

MEETING CONTACTS AND DIRECTIONS

Date: November 19, 2008.

Place: Brazi's Restaurant.

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

Dinner: Chicken, Beef or Fish.

Cost: \$25.00. *RSVP by November 17th*

ONLINE RESERVATIONS: www.asqnewhaven.org

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

James.Petropoulos@AtlanticInertialSystems.com;

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

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

We in the quality profession are certainly used to using, or as a minimum, hearing about probabilities. It is difficult not noticing the long range weather forecast that changes about 2-3 days. I recently planned to take a ferry to Orient Point, Long Island from New London. Being a sailor, I would avoid booking the trip two days in advance if the weather was to be very bad. The reason is that "Plum Gut", the entry way into the part of Long Island that leads to docking at Orient Point can become very "uncomfortable".

A combination of the sudden depth change, current rate, opposing tide and winds can make it very uncomfortable for a sailboat under modest conditions with 15 knot winds to get through. The afternoon before the trip we cancelled out because the forecast became heavy rain all day with 40 mph winds and a gale force warning. The previous forecast was rain in the morning. Often times the weather forecasters are using probabilities of an event occurring. If we keep a pencil and paper handy, we can keep track of their accuracy. Every time they say 65% for example,

they should be right 65 out of 100 times on average. They are 100% accurate when they call for a 50-50 chance of rain.

On all this recent polling, the big problem is getting a representative sample and not a biased sample. Most of us in the quality profession work with this type of thing. During the 1948 presidential election, the polls favored Dewey by such a great margin that the Chicago Daily Tribune actually published their paper before all the election results were tallied. And the headline read -- "Dewey Defeats Truman".

Of course we all know Truman won.

LAST MONTH'S MEETING SUMMARY

Last month was a rather grim look at the state of our workforce for our country and state. I really was impressed on how Bill Villano put this presentation together, not pulling any punches with fluff as we often see politicians do. He gave us a great deal of charts with all sorts of information on employment and cost of living factors. I will try to capture some of his main points, in the following synopsis.

In 2002 the labor force declined in Greater New Haven and in 2003 for the 16-24 year olds the future workforce was in peril. As late as 2007 this workforce competitive challenge only helped to further in distinguishing us between the haves, have-nots, and the used-to-haves.

Connecticut's 18 to 64 year old working age population is expected to decline through 2030, with its elderly population, 65+, to increase by 70% during the same time period. As a result, the number of workers per elderly resident will decline by 40%. Connecticut's loss of 20 to 34 year olds continued to be the greatest in the nation between 1990 and 2006, where 2.6% of residents moved in from another state ranking us 39th in the country.

In 2007 a *Business Week* survey showed 1 in 4 workers 55 and older say they never expect to retire and 1 in 10 under age 30 say the same. Now 30% of people 65 to 69 were either working or actively looking for jobs, which is up from 25% in 2006. An AARP Survey of workers 50 and over shows 48% expect to retire between 65 and 72 years of age, 10 % after 73 and 8% say they will never retire. Workforce participation rates were relatively flat for 25 to 54 year olds and fell more than 3 percentage points for those 16 to 24 years of age.

On higher education of 1,161 new students entering Gateway Community College in the 2006 fall semester: 38% needed developmental writing, 54% needed

developmental English, and 84% needed developmental math. Of those who enroll in developmental math only 48% pass and for developmental English the success rate is 35%. The National Center for Educational Statistics indicates that students who enroll in a remedial reading course are 41% more likely to drop out of college.

On building our workforce it is estimated that 35% of American households have children, much lower than 30 years ago. In 1977 the average family size was 3.1 people, in 2007 the average family size was 2.6 people. In 1977 the average house built was 1,700 sq ft, now it's 2,469 sq ft. In 1977 12% of homes were greater than 2,400 sq ft, today it's moved up to 44%.

Connecticut's housing prices defied the national trend and rose 1.45% in 2007, however in the first half of 2008 sales were -25.3% with prices at -8.3%. In the first half of 2008 New Haven County sales were -22.5% with prices at -6.6%.

Bill offered up several ways of improving our bleak outlook like reducing our dropout rates and enforcing the legal age of 18 for leaving school. We need to improve access to Higher Ed and increase the availability of affordable workforce housing. We need to fund Incumbent Worker Training, and for rehabilitation purposes require literacy training for prison inmates.

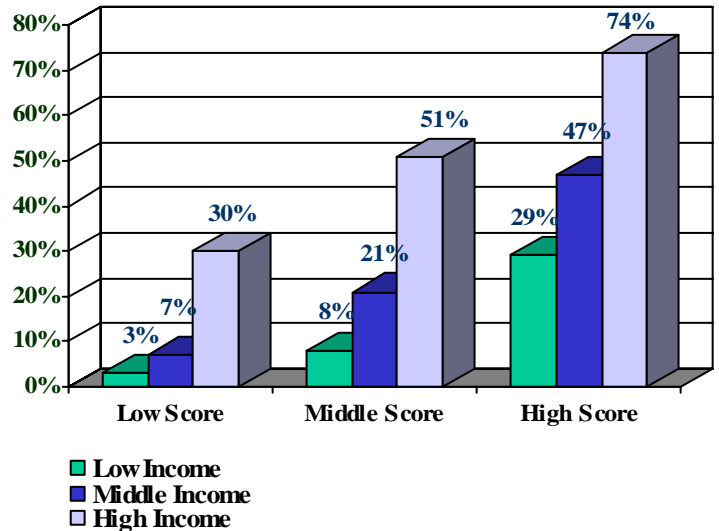
He suggested that we close the loophole that allows children at 16 to drop-out with parental consent. Connecticut high income residents are basically 100% assured of high school graduation, however just over 75% of low income residents graduate. Functional illiteracy within the penal system is 70%, where less than 20% of inmates take part in any education or training. It's a no brainer here that lack of literacy skills is an overwhelming barrier to success in the job market.

He encouraged that we raise the expectations of low income youth and provide full tuition scholarships to public colleges for Connecticut high school graduates who have: achieved basic proficiency in their 10th grade CAPT, maintained a "C" average in high school and whose family income is \$45,000 or less.

He discussed that we need to increase public funding available for new housing production or preservation. We also need to stimulate private investment by providing financial incentives to developers and reward local governments for developing more affordable housing and removing zoning barriers.

Our worker education system needs to be revamped to increase public investment in incumbent worker education and training, expand worker access to education and training and measure policies by their success in developing self-sufficient workers. In 2006, Massachusetts invested \$21million in incumbent worker training; New York at \$25 million; Rhode Island at \$8million; with Connecticut just \$500,000. If we continue in this low road approach there is no doubt that our state will eventually join the ranks as the not so great places to live.

Educational Outcomes and Socioeconomic Status



For more information about Workforce Alliance check on the following link:

<http://www.workforcealliance.biz/>

NEW MEMBERS! WELCOME ABOARD!

- | | |
|-------------------------------|------------------------|
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JOB OPPORTUNITIES!

Checkout our link below for latest jobs!
<http://www.asqnewhaven.org/employment.html>

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

BRAIN TEASER: During a visit to a mental asylum, a visitor asked the Director what the criteria is that defines if a patient should be institutionalized. "Well," said the Director, "we fill up a bathtub. Then we offer a teaspoon, a teacup, and a bucket to the patient and ask the patient to empty the bathtub. "Oh, I understand," said the visitor. "A normal person would choose the bucket, as it is larger than the spoon." What was the director's response?

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

Recertification Journals...

Call Randy Messinger at 203-675-5756 for mailing address and to make arrangements.



BRAIN TEASER ANSWER: "No," answered the Director. "A normal person would pull the plug."