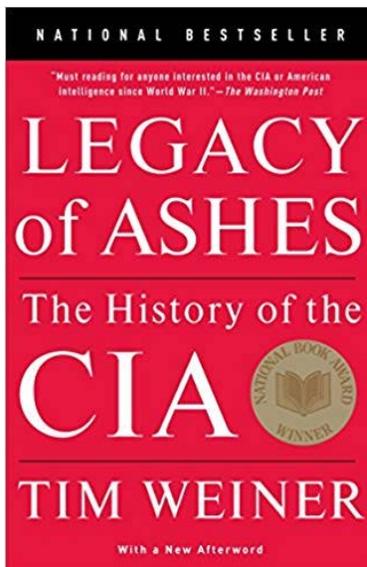




## IN THIS ISSUE

### Special Interest Articles

#### Book Review:



### Highlights

- Chair Message
- Last Month's Meeting
- Book Review
- Program Schedule
- ASQ Board List
- New Members
- Job Opportunities



The Global Voice of Quality™

## Upcoming Program

### HOW TO MANAGE QUALITY IN A LEAN ORGANIZATION WITH JURAN'S DR. JOSEPH DEFEO

Starting the new year, Dr. Joseph A. DeFeo, Chairman and CEO of Juran will discuss the importance of managing quality while in a lean world. With an important emphasis on cutting costs, quality has not kept up. Quality professionals need to examine how to make quality happen faster. We need to place in proper perspective how quality must be integrated with lean thinking. We will have an open discussion on how to make it happen.

#### Speaker biography:

Dr. DeFeo is as one of the world's leading experts on transformational change and breakthrough quality management. For 27 years, Dr. DeFeo has worked as a trusted adviser helping business leaders increase sales, reduce costs and improve its customer experience through the deployment of performance excellence programs. These include Business Process Quality Management, Lean, Six Sigma, Strategy Deployment and Change Management.

Dr. DeFeo has ushered the Juran Institute into Juran to support a new age of business improvement by successfully building on universal principles pioneered by Dr. Joseph Juran nearly 60 years ago and infusing current thinking and strategies around performance excellence and transformational change. Haven Chapter of APICS and served as its fourth President.

Dr. DeFeo has written numerous popular texts. To name a few, the most recent being the 7th Edition of Juran's Quality Handbook, The Complete Guide to Performance Excellence; the "go to" resource for quality management and performance improvement leaders, co-

authored with Dr. Joseph M. Juran. Secondly, Juran's Quality Essentials for Leaders, provides a concise message delivered for leaders to teach them how to embrace quality, not fight it, to be a globally competitive enterprise. Lastly, Six Sigma Breakthrough and Beyond which Joe co-authored with his late mentor, Dr. William Barnard.

DeFeo's belief that a relentless customer focus and integrity drives business results was recently noted by Steve Denning of Forbes. DeFeo has been a frequent motivational guest speaker at international conferences in over 30 countries.

#### MEETING PLACE AND CONTACTS

**Date:** January 15, 2020

**Place:** Honeywell Fire Safety, Northford, CT

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

**Dinner:** Pizza; **Cost:** \$15.00

**Online:** [WWW.ASQNEWHAVEN.ORG](http://WWW.ASQNEWHAVEN.ORG)

**Bill Folsom: (203) 402-9111 or email: [ASQGUY@GMAIL.COM](mailto:ASQGUY@GMAIL.COM)**

#### HONEYWELL FIRE SAFETY DIRECTIONS

**From the North:** Take I-91S to Exit 12 and turn left onto Washington Ave. After a series of lights take a left onto Clintonville Rd (CT-22) and continue straight for about 2 miles your Honeywell will be on your left at 12 Clintonville Rd, Northford, CT 06472.

**From the South:** Take I 91N and take Exit 11 for North Haven. Turn right off exit CT-22 E/Bishop St then continue straight thru the light, which merges onto Clintonville Rd. Follow the directions above from the North.

# ASQ Section 305—New Haven Newsletter

## CHAIR MESSAGE – JANUARY 2020

Welcome to another year with the New Haven Section of ASQ. I hope that everyone made it through the holidays with their sanity relatively intact, and now you're ready to get back to work and see what the New Haven Section has to offer you this year.

For those of you that don't know me, I have been a member of ASQ since 1982 and active in the Section since 1993. I have held all the elected positions in the Section, most recently Treasurer. This is the fourth time I have held the Chair position. I have been certified as a Quality Auditor, Quality Engineer, and Software Quality Engineer. I retired in March of 2017 after 36 years with the Department of Defense, including four years in the US Air Force and nine years in the CT Air National Guard. I pass the time now by running a small (2-3 acre) family farm.

My goal during this term is to make your ASQ membership as valuable as possible to you. That includes providing interesting monthly meetings, networking and training opportunities, anything we can do to increase your knowledge of the Quality field and make you a more indispensable asset in your job. All that we ask for is your input. After all, this is your membership and your Section. So in the great tradition of Quality professionals, let me start by asking some questions. The responses we get will guide the Section leadership in giving that value back to you.

What are those issues that keep you up at night? Suppliers, processes, senior management, employees? As a manager or supervisor, are there some aspects of the Quality field where you think your employees could use some training or a refresher? Would you be willing to host a plant tour of your facility as one of our monthly meetings? Please think about these questions and let me know, or let any of the Section Leadership know how we can help you address your concerns. Our contact information is shown elsewhere in this newsletter.

As Quality professionals, we have a unique set of skills that are useful in other parts of our lives other than work. Abilities such as problem solving, root cause analysis, and other things that we take for granted can be used to improve our schools, towns, and cities. Have you ever considered volunteering some of your time to serve your municipality on one of the many commissions that exist? They concern a number of areas such as the environment, Veteran's issues, police, planning and zoning, historic preservation, wetlands, and so on. Working with your neighbors to make improvements where you live can be very rewarding. Thanks, and I look forward to hearing from you and seeing you at a monthly meeting this year.

--- *Bill Folsom Chair, New Haven Section ASQ*

## NOVEMBER'S MEETING: DEMAND DRIVEN MRP: THE LATEST TOOL IN THE PLANNER'S TOOLBOX WITH JOHN SAWYER

In November, we heard a very stimulating lecture about Demand Driven Material Resource Planning (DDMRP) by APICS board member John Sawyer. Very impressive stuff about how we manage our system of MRP. John stated that we have been making stuff for a long time, built in large factories. He pointed out that there's something's wrong today and we need to get onboard. Customers want our products in less time than it takes us to make them. As we start running Product A, our customers will want Product B, C, & D. Our customers often say that they want either their product earlier/later, or more/less than what they told us. So how do we solve these problems?

Classically we make everything to stock using forecasting to estimate what our customers want. John then gave us the Four Rules of Forecasting: Forecasts are always wrong, they are estimates of error, are more accurate near-term and they are more accurate in aggregate.

John then preceded to give us a history on the ways we have tried to solve this problem. From 1880 – 1910 we employed

a Scientific Management theory that analyzes and synthesizes workflows. The main objective here was to improve economic efficiency, especially labor productivity. In doing so we need to replace rule-of-thumb work methods with methods based on a scientific study of the tasks. Scientifically select, train, and develop each employee rather than passively leaving them to train themselves. Provide "Detailed instruction and supervision of each worker in the performance of that worker's discrete task". Divide work nearly equally between managers and workers, so that the managers apply scientific management principles to planning the work and the workers actually perform the tasks.

Since the early part of 1900s, we have tried to solve this problem with different approaches. In the 1960's Robert McNamara surrounded himself with a group they called the Whiz Kids in order to turn around the management of the United States Department of Defense (DOD). They needed to shape a modern defense strategy in the Nuclear Age by bringing in: economic analysis, operations research, game theory, computing, and modern management systems. Efforts to solve this problem proved to be inconsequential due to or lack of visibility



# ASQ Section 305—New Haven Newsletter

resulting in the spending of more money.

John continued with MRP concepts that only end items and spares have independent demand, all other demand is dependent. So, as a precursor to DDMRP, they invented Assemble to Order (ATO). If you have a limited number of components going into a wide variety of end items, stock the components and assemble the end item ARO.

He talked about how Toyota's Production System (TPS), which originated with Deming. TPS completely rebuilt Japanese manufacturing after WW II. Originally, it was called "Just-in-time production". Further Innovations brought about the House of Lean for Lean Manufacturing, Total Quality Management (TQM), Total Productive Maintenance (TPM), 6-Sigma and Lean 6-sigma. Companion innovations to TPS we saw Theory of Constraints, MRP: Old Rules and

Old Tools with Kaizen, VSM, Kanban and TAKT Time.

We were then briefed about what's happening today on all the variability we are seeing with Bimodal Oscillation, global sourcing and demand flow effects, and its bullwhip effect distortions. To mitigate this variability John told us that we need to "decouple" then "buffer" the "decoupling point". Decoupling is needed to create independence between supply and use of material, which denotes the allocation of inventory between operations so that fluctuations in the production rate of the supplying operation do not constrain the production or use rates of the next operation.

In closing, we had a Q&A where we mostly agreed to stay ahead of the game with improvement, DDMRP is one more thing we need to add to our know list.

## BOOK REVIEW: "LEGACY OF ASHES: THE HISTORY OF THE CIA" BY TIM WEINER

For over 70 years the CIA has managed to maintain a formidable reputation where its mission was to know the world. When it did not succeed, it set out to change the world. Its failures have handed us, in the words of President Eisenhower, "a legacy of ashes."

Tim Weiner offers a definitive history of the CIA on the record. Legacy of Ashes is based on more than 50,000 documents, primarily from the archives of the CIA itself, and hundreds of interviews with CIA veterans, including ten Directors of Central Intelligence. It takes the CIA from its creation after World War II, through its battles in the cold war and the war on terror, to its near-collapse after September 11th, 2001.

The CIA was founded in 1947 in response to the threat of communism, but was compromised from the start by competing methodologies: one believing in the patient gathering of secret intelligence through espionage, the other in taking battle to the enemy through covert action. It operated on money skimmed from the Marshall Plan, which offered billions to the free world to repair damage done by the WWII to create a barrier against the Soviets.

CIA head Allen Dulles acted as a consultant to the plan and was party to a secret deal that set aside unaccountable cash for political warfare. This led to covert operations becoming the driving force of the agency. A string of seedy alliances started with Nazis and fascists hired as "freedom fighters"; a history of disastrous, hushed-up operations followed.

The one weapon the CIA used with surpassing skill was cold cash. The Japanese described the political system created with CIA support as "structural corruption".

Despite misreading nearly every global crisis, the agency acquired a shining reputation, thanks both to the public relations efforts of Dulles and its own "cold warrior" mystique of mission and crusade. But in Weiner's account the CIA emerges as a tawdry creation: When the USSR collapsed, the agency stood exposed. The idea that the final battles of the cold war would be economic instead of military was beyond its imagination. For all its recruitment of the brightest and the best, too much of the world remained unknown to the CIA.

Weiner exposes a history of bribery, coercion and brute force. In Iran, the agency rented the allegiances of soldiers and street mobs, faking violent unrest in order to stage a coup in 1953, the consequences of which are still apparent today. It helped create the secret police of Cambodia, Colombia, Ecuador, El Salvador, Guatemala, Iran, Iraq, Laos, Peru, the Philippines, South Korea, South Vietnam and Thailand. It established a "bomb school" in Los Fresnos, Texas, whose graduates included future leaders of death squads in Honduras and El Salvador.

The Nixon administration was the first to treat intelligence as simply another form of politics, Nixon's line being if it's secret, it's legal. Under Reagan, intelligence became a business. CIA head William Casey sidestepped Congress and worked round the law to find private financiers for his grand designs, which mostly



# ASQ Section 305—New Haven Newsletter

boiled down to running guns to warlords. To Casey, espionage was just another kind of deal, hence the scandal of Iran-Contra, which laundered profits from illegal weapons sales into covert operations in Central America. Casey's successor Bob Gates noted, "The clandestine service is the heart and soul of the agency. It is also the part that can land you in jail."

Since 9/11 the CIA has been covered by the Pentagon and relegated to acting as a global military police force in the war on terror. Corporate clones of the CIA, run by ex-CIA men retaining CIA access and much better paid than their

governmental counterparts, began appearing all over Washington. By 2006 around half the officers in Baghdad and at the new National Counterterrorism Centre were contract employees.

The CIA has a useful expression, "limited hangout". When caught you own up to the bare minimum and hide the rest. Given the nature of an organization based on deception and self-regard, it is inevitable that Weiner's work, from quoted agency sources, contains its share of limited hangout.

## PROGRAM SCHEDULE 2020

JANUARY 15, 2020	HOW TO MANAGE QUALITY IN A LEAN ORGANIZATION	JOSEPH DEFEO	HONEYWELL	APICS JOINT MEETING
FEBRUARY 19, 2020	TARIFF'S IMPACT ON SUPPLY CHAIN	JIM TIMMONS	HONEYWELL	APICS JOINT MEETING
MARCH 18, 2020	STEAMSHIP HISTORY	JOHN LAURENCE BUSCH	HONEYWELL	APICS JOINT MEETING
APRIL 15, 2020	3-D PRINTING	MARIA-ISABEL NADIYE ERDIL	UNH	APICS JOINT MEETING
MAY 20, 2020	PLANT TOUR AT ALLNEX MANUFACTURING	ROBERT KENNEDY	WALLINGFORD, CT	APICS JOINT MEETING

### SECTION LEADERSHIP COMMITTEE

#### Section Chair

Bill Folsom (203) 494-4002

#### Treasurer and Newsletter Chair:

Lawrence Spinello (203) 248-4085

#### Certification, Secretary and Membership Chair:

Frank Tyszka (203) 386-4859

#### Web Chair:

Don Wilson (203) 467-8053

#### Education and Programs Chair:

Jay Krishnamoorthy (203)589-5350

#### Nominating, Audit and Placement Chair:

Gene Contardi (203) 795-6914



# Membership Update



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DENNIS AGUILAR  
NICOLE BREMER  
SHUANG CHEN  
FRANK A. CORNIELLO  
JUAN DEL RIO  
MATTHEW D'ERRICO  
SUE DUNBAR  
CHARLES ELDREDGE  
JOHN R. FACENDA  
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THOMAS FARRELLY  
MELISSA GLIFORT  
LISA G. GUIDA  
CHANDLER HARTFORD  
ALBERT HAY  
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JEFF HENSCHER  
MICHAEL HLASYSZYN  
PATRICIA E. HUMPHREY  
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AJAY KING  
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KEVIN ROBINSON  
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MONICA RYNDERS  
AMEY SAWANT  
PAUL SIDELEAU  
ATUL DEV SINGH  
ROSS STORY  
DENISE TANIS  
CHRIS THOMAS  
WILLIAM THOMPSON  
MICHAEL VAIL  
JEFF WHALEN  
TODD R. ZEIGHER  
JOSH ZEMBKO

## OUR MISSION STATEMENT

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



# Job Opportunities

## Lead Inspector/Quality Assurance Manager

Naiad Dynamics US, Inc. has an excellent opportunity to join a world-leading designer and manufacturer of Ship Motion Control Systems. Technically interesting product line and highly successful brands in the commercial ship, military ship and luxury yacht market sectors. An immediate opening for a Lead Inspector/Quality Assurance Manager on our first shift in our Shelton, Connecticut facility.

We offer a comprehensive benefits package including major healthcare coverage, dental, 401k with immediately vested 100% company match, disability insurance, life insurance and an employee profit sharing program. Benefits subject to policy/plan details.

### Responsibilities:

- Work closely with engineering, production and assembly, resolving issues with existing and new product lines.
- Work with production/manufacturing to support the effort to reduce recurrence of non-conformances to improve quality and keep the company costs competitive.
- Hands-on, on the shop floor managing all the day to day activities of the quality department.
- Maintain quality standards by performing incoming, first piece in process and final inspection of machined parts per inspection plan requirements ensuring all products are produced to specifications.
- Complete all necessary inspections utilizing measuring instruments, coordinate measuring machine and hand measuring tools; calipers, micrometer, height, thread and dial bore gages.
- Maintain all necessary documents and records including inspection reports, defective material reports and corrective action reports.
- Work with vendors for outside processes.
- Manage staff providing leadership and coaching.
- Perform daily performance management and work direction, disciplinary action, annual performance reviews, and responding to employee questions and concerns.
- Maintain a clean, organized and safe environment.

### Requirements:

- Bachelor's Degree in manufacturing engineering or related discipline, preferred
- Minimum 10 years of quality assurance experience in a manufacturing environment
- Prior experience in an ISO environment
- Proficient skills reading engineer drawings
- Strong analytical skills
- A high degree of precision is required
- Strong interpersonal and leadership skills
- Ability to communicate effectively verbally and written
- MS Office, Word and Excel

### About US:

Naiad Dynamics US, Inc., is a well-established Naiad Maritime Group, Inc., company with operations in CT, MD, FL with affiliated companies in the United Kingdom, Netherlands, France and Australia. We engineer, manufacture and supply high quality specialized ship systems throughout the world.

We offer competitive salary and benefits.

Send resume in confidence to:

NAIAD DYNAMICS US, INC.

Attn: Human Resource Manager

50 Parrott Drive, Shelton, CT 06484

Telephone: 203-929-6355

Email: [HR@Naiad.com](mailto:HR@Naiad.com)

Affirmative Action – Equal Opportunity Employer



# Job Opportunities

## QUALITY ENGINEER NEEDED AT KITCHEN BRAINS...

Kitchen Brains...Who we are Kitchen Brains, now in its 50th year, is the global leader in the development and deployment of innovative controllers, timers, sensors and software solutions for commercial kitchens that increase sales, drive down costs, ensure product availability, deliver consistent quality and elevate the guest experience. KB360™ is Kitchen Brains 4th generation, cloud-based, IOT solution that optimizes product availability, eliminates paper processes to improve food safety and compliance, and enables remote management of multiple locations from any connected device.

### **Core Expectations for the Position:**

**Reporting to the Technical Operations Director, your responsibilities will include:**

1. Analyze existing systems and procedures and make and implement recommendations to enhance quality throughout the organization. This includes reviewing and making changes to all operations SOP's.
2. Track and report on test first pass yield & machine metrics.
3. Writes, maintains and trains operators on procedures and workmanship standards.
4. Determine incoming inspection sample criteria and inspection instructions. Assist incoming inspection as required.
5. Determine first-piece WIP inspection sample criteria and inspection instructions. Assist with WIP inspection as required.
6. Reviews and analyzes data from AOI to set inspection criteria tolerances.
7. Determine new supplier sample part inspection criteria and inspection instructions. Assist with sample part inspection as required.
8. Determine new prototype inspection criteria and generate prototype build reports.
9. Perform Quality audits in manufacturing & shipping.
10. Reviews and analyzes Quality information from spreadsheets and Power Shift QA tracking and makes and implements recommendations.
11. Does root cause analysis on in house and field product and reports and implements corrective actions.
12. Responsible for CAR & SCAR generation and maintenance of the CAR database.
13. Generate ECR's as required.
14. Takes lead for identifying and supplying product currently in build during UL audits.
15. Supports in the execution of Lean events / Continuous Improvement.
16. Perform time and motion studies as needed.
17. Support production as needed (first article inspection, special builds, etc...).
18. Completes additional duties & projects as assigned.



## **Requirements:**

To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability required. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

1. Familiarity and experience with SMT and through-hole PCB manufacturing, JIT and Lean Manufacturing environments are a must.
2. Previous experience with ISO 9000, Six Sigma, and SPC preferred.
3. National Accreditation and membership in Quality Societies, strong training background and excellent communication and presentation skills are desired.
4. Able to identify electronic components. Working knowledge and understanding of bill of materials, assembly drawings, wiring diagrams, process sheets and test procedures.
5. Experienced in the use of inspection tools such as calipers, pin gauges, granite block, etc...
6. Mid-level computer skills MS Office.
7. Exceptional reasoning & technical problem solving skills.
8. Must be extremely detail oriented and well organized.
9. Excellent communication skills both oral and written required.
10. Able to work independently.
11. Be able to multitask well working on several projects and/or tasks in parallel.
12. Fluent in English (Reading, writing, speaking and listening).
13. Good understanding of basic math.

## **Education and/or Experience:**

B.S.E.E., B.S.I.E or equivalent work experience and minimum of 10 years of experience in related field.  
Certified in Lean Six Sigma.  
Certified in Quality Engineering Management.  
Familiar with IPC specifications and/or IPC certification is a plus.

## **Physical Demands:**

Extended sitting ability to work for prolonged times on a computer and/or using a magnifier when soldering. Able to bend, kneel, and stand for sustained periods. Able to lift & carry up to 25lbs.  
Must be reliable.

## **Work Environment:**

Work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

Kitchen Brains is an Equal Opportunity Employer (EOE). Qualified applicants are considered for employment without regard to age, race, color, religion, sex, national origin, sexual orientation, disability, or veteran status.  
[careers@kitchenbrains.com](mailto:careers@kitchenbrains.com)



# Job Opportunities

**QUALITY ENGINEER** Bethune Nonwovens is looking to hire a Quality Engineer WHO will plan and implement the plant's quality assurance / control policy, procedures and standards so that the site complies with regulations and laws and customer requirements. The Quality Engineer uses good judgment, initiative and authority to address quality assurance / control issues and analyze and improve current ways of working.

## **Main Accountabilities:**

- Promote a strong safety and quality culture where both safety and quality are core values of everyone at Suominen. Ensure full compliance to all Safety and Quality related policies, procedures and practices. Ensure that core principles are being recognized as permanent and transcend priorities.
  - Full compliance to all safety and Quality related policies, procedures and practices.
  - Supervise implementation of quality assurance / control rules and regulations according to company policies, standards, corporate tools and programs, and local regulations.
  - Responsible for quality processes related to production and ISO implementation to e.g. local level. Responsible for ensuring that products meet customers' quality standards and requirements.
  - Coordinate of the implementation of new regulations, action validations, regulatory inspections as well as facilitate gap closings
  - Conduct and evaluate in-process audits in order to identify risks and development possibilities. Coordinate action implementations with the production teams.
  - Involve in the organization's production processes, systems, and technology and recommend changes that will improve adherence to quality standards and reduce the risk of non-conformity.
  - Customer and Supplier complaint management by investigating, responding, actions implementing and validating
- Coordinate of the development of customer and supplier specifications that are compatible with process capability and industry standards.
  - Promote the use of statistic tools to interpret data and facilitate decision-making. Data and trend reporting and analyzing
  - Coordinate the education and training of the organization's workforce on quality assurance / control issues to ensure that they understand and comply with the organization's policies and standards.
  - Liaise with and influence for relevant internal/external stakeholders - local management and authorities - and advocate quality assurance / control mindset across the organization.
  - Implement and ensure adherence to Operations Core Principles and the specific Core Principles defined by the function.

## **Qualifications:**

- BS Degree in Chemical, Mechanical, Textile Engineering or related fields and or equivalent experience.
- ISO 9001:2015 experience is preferred.
- Experience in Quality System Management, Documentations, Procedures for Inspection and Testing, Laboratory management, Measuring and Test Equipment, Inspection and Test Status, Control of Nonconforming Products, Finished Product Release and Controlling in Incoming Raw Materials plant-wide.
- Excellence in Office suite from Microsoft programs and MiniTab.
- Experience in HACCP, SAP, QlikView, Salesforce is a plus
- Six Sigma experience and certification a plus (Green Belt, Black Belt). ASQ CQE certification preferred.

Resumes should be emailed to me at: [karlahammond@sbcglobal.net](mailto:karlahammond@sbcglobal.net) – as Word document attachments.

