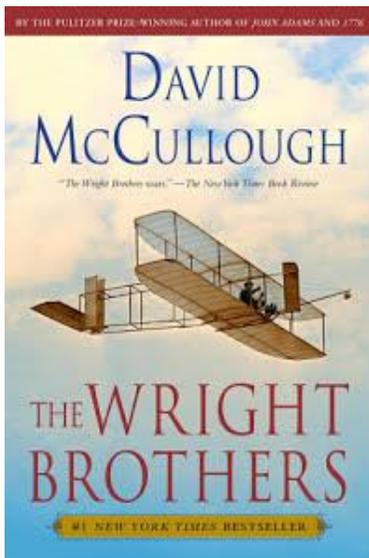




## IN THIS ISSUE

### Special Interest Articles

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### Highlights

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- Program Schedule
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- Job Opportunities



The Global Voice of Quality™

## Upcoming Program

### EIGHT WASTES A LEAN INTERACTIVE TOPIC WITH JIM TIMMONS

"Eight Wastes" One of Taiichi Ohno's "Ten Precepts" to think and act to win is: "Waste is hidden. Do not hide it. Make problems visible". Ohno is the father of the Toyota Production System that is widely used around the world. A major part of that system is dealing with waste: anything that the customer is not willing to pay for. We must find it and then keep minimizing it until it is eliminated.

This interactive presentation will present the 8 Deadly Lean Wastes and then the attendees, formed into teams, will proceed to identify specific wastes in their companies. Each attendee will be able to bring a list back to work noting the wastes AND some ideas from fellow attendees about approaching elimination of these wastes. Always remember and never forget, waste is not just on the factory floor - it is all around you!

Speaker: Jim Timmons, MBA, CPIM, CSCP, CLTD (President, Jim Timmons Consulting) Jim has spent over 35 years in industry involved in Materials, Supply Chain and Operations Management. That includes in military, aerospace, textile, printing and medical device manufacturing industries. He has held the positions of Inventory Control, Materials, Manufacturing Manager, VP of Operations, Supply Chain Manager and Supply Chain Director. Jim is now spending his time providing professional

education in Production & Inventory Management, as an APICS CPIM certification preparation instructor as well as adjunct professor at the University of New Haven. He holds a BS in Economics and MBA from Southern Connecticut State University. Jim is also APICS certified in: CPIM (Certified Production and Inventory Manager), CSCP (Certified Supply Chain Professional), and CLTD (Certified in Logistics, Transportation and Distribution).

#### MEETING PLACE AND CONTACTS

Date: January 24, 2018  
Place: Honeywell, Northford, CT  
Networking: 5:00;  
Tour: 5:30-7:30; Dinner: 7:30  
Meal: Pizza  
Cost: \$15.00

Online: [WWW.ASQNEWHAVEN.ORG](http://WWW.ASQNEWHAVEN.ORG)  
Bill Folsom: (203) 494-4002 or email: [asqguy@gmail.com](mailto:asqguy@gmail.com)

#### DIRECTIONS TO HONEYWELL

From I-91 take 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.

## CHAIR MESSAGE:

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 last March 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. Thanks, and I look forward to hearing from you and seeing you at a monthly meeting this year.

Sincerely,

Bill Folsom, Section Chair, New Haven Section ASQ

## BOOK REVIEW: "THE WRIGHT BROTHERS" BY DAVID MCCULLOUGH

I recently finished reading a fascinating book by David McCullough, *The Wright Brothers*. First, a disclaimer: I am an unrepentant aviation fanatic and have been all my life. Anything having to do with the subject interests me, so this is not an unbiased book review. Did you know that when Neil Armstrong made his first steps on the Moon in July of 1969, he carried with him a small piece of cloth cut from the wing of the 1903 Wright Flyer? This was in tribute to the two Ohio brothers that created and flew the first heavier-than-air craft only 66 years earlier.

So how did two bicycle mechanics from Dayton, Ohio teach the world to fly? The author uses a wide variety of

sources to provide the answers, including Wright family correspondence and other written records of the time. It's this personal insight that makes this a compelling read and not just another dry biography. McCullough claims that their inspiration for making a flying machine came from a toy that their father had brought back from France. The toy used wound-up rubber bands and propellers to fly, probably something that Da Vinci would recognize. Neither brother went to college, but luckily for them their father had an extensive library with books on almost any subject that Wilbur and Orville wished to learn about. It also didn't hurt that they were obsessive readers and took



# ASQ ASQ Section 305—New Haven Newsletter

every advantage of the family book collection from an early age.

As the 1800's were coming to a close, the Wright brothers started their bicycle business in response to the growing cycling craze. They were quite successful, and had to change locations several times as the business got larger. The flying machine idea was shelved until Wilbur came down with typhoid fever. He was bedridden for a few months as he recovered, and kept his mind busy by reading the works of Otto Lilienthal, a German glider enthusiast. Lilienthal studied birds closely to improve the design of his glider's wings and the news of his death in a gliding accident did not deter the Wrights. They built numerous glider models and tested them in order to refine the wing shape and to develop a means of actually controlling the gliders. As their gliders got more sophisticated, they needed a place to continue testing their models where the wind was constantly blowing. They searched the data provided by the government weather service and decided on the Outer Banks of North Carolina at a place called Kill Devil Hill. Their research continued in the North Carolina dunes, using tethered gliders and eventually, manned gliders. They had their share of accidents, and had to frequently rebuild their machines. Once they had perfected the flight controls using gliders, the Wrights designed and built a lightweight engine to power their glider. On December 17, 1903 the brothers made history.

I think that Wilbur and Orville would have been successful in the Quality field. They had all the characteristics necessary. First, they loved to argue with each other, often so loudly that onlookers thought that they were going to start beating each other. They were mechanically adept, so not only did they come up with plans on how to build their bicycles and flying machines; they were able to

get their ideas from the blueprint to reality. They were data oriented. As they flew their gliders and gathered data based on Lilienthal's models they realized that results did not match the models. They threw out all the data and built their version of a wind tunnel to gather their own data. They possessed as one writer put it, "an unyielding determination". Nothing got in their way; not accidents, not business setbacks, not illness. Lastly, the brothers had that very important trait of curiosity. All of us in the Quality profession ask questions and look for answers on a daily basis. How does that work, why did that happen, what if we do this. The Wright brothers asked those questions and changed the world.



## November's Highlights: SELF DIRECTED WORK TEAMS WITH DR. DAVID CADDEN AND JOHN SAWYER

Last November Dr. Dave Cadden and APICs board member John Sawyer gave an interesting look into Self Directed Work Teaming (SDWT). They started out discussing the evolution of management itself and how things were managed throughout time. Then they began with defining the Scientific Management School. They cited that management could be treated as a science by analyzing work, focusing on productivity with only management allowed the intelligence to design work for the workers. Eventually it extended to design of organizations as being of administrative contents.

Then they brought up the human relations behavioral school that begins with the Hawthorne Studies on acceptance influenced by the Great Depression. Behavioral Science applies psychology to the workplace values experimentation on Theory X /Theory Y; Hierarchy of Needs; Motivation; and Leadership Group. Moving along they talked about World War II and the aftermath in Japan with Toyota and Dr. Deming, Dr. Shigeo Shingo & Mr. Taiichi Ohno and their development of the Toyota Production System (TPS). From there they cited four points when motivating people: clear expectations, job instruction training, accountability = Responsibility + Authority, and team performance first.

This opened up their Self Directed Work Teams definition, generally, it's a small, independent, self-organized, and self-controlled group, in which members flexibly plan, organize, determine, and manage their duties and actions, as well as perform many other supportive functions. It may work without immediate supervision, and can often have authority to select, promote, hire, or discharge its members.

So why teaming? Given any workplace problem, a group derives a correct decision far more often than a single individual, BUT it takes about twice the time to get to the decision. This implies that, for any non-time sensitive decisions, you are better having a team make the decision rather than an individual!

They then gave us four stages in team development: Forming, Storming, Norming and Performing. From these stages, they talked about advantages of SDWTs:

- Improved quality, productivity and service.
- Greater flexibility.
- Reduced operating costs.
- Faster response to technological change.
- Fewer, simpler job classifications.
- Better response to workers' values.
- Increased employee commitment to the organization.
- Ability to attract and retain the best people.

They made note of some challenges to developing SDWTs, like developing these teams, which can take from two to five years, fostering a culture of management support while changing supervision's role from managing to coaching.

Dr. Cadden and Mr. Sawyer talked about some reflections from experience like remarking that shop employees will require MASSIVE amounts of retraining, as well as first-line supervision. Some supervisors and employees will never successfully make the transition to enable pay-for-performance management. The teams will need to develop skills matrices, and rate their individual members using these matrices. You will probably never get to the point of the team awarding bonuses or increases, let alone hiring /firing. These are stretch goals. They told us that we MUST allow work time for the teams to discuss their daily activities. Failure to do so will KILL teaming. We will be AMAZED at what the teams come up with. Here are some success stories...

- AT&T -- Increased the quality of its operator service by 12 percent.
- Federal Express -- Cut service errors by 13 percent.
- Johnson & Johnson -- Achieved inventory reductions of \$6 million.
- Shenandoah Life Insurance -- Cut staffing needs, saving \$200,000 per year, while handling a 33-percent greater volume of work.
- 3M's Hutchinson facility -- Increased production gains by 300 percent



# Membership Update

## WELCOME NEW MEMBERS!

NELLY ANGAH

TAWFEEQ JAMAL ALDEEN

DANA BOCHAN

MICHAEL BRADSHAW

HARRY E. BROOKS

ROB BROPHY

ANTHONY CAVALLARO

DAVID CHABER

MARK CRAWFORD

SHIVANI DESAI

JENNIFER E. DESMARAIS

LINA FRAZER

SCOTT HAEFFNER

LUIS ISTURIZ

TANIA HINDS

JO-ANN HUTCHINSON

BRIAN JONES

AJITH KUMAR ALLAM

DAVID LONG

WILLIAM LOCASCIO

JOHN MALEK

MICHELLE A. MALONE

LYNN MATHEWS-FROEHLICH

DAVID MICHAELS

J DEBRA MRAZ

JEAN NDJOMOU

SCOTT NEJFELT

ADITYA OZARKAR

DANIEL OSTRAVAGE

JOHN H. PIZZONIA

KEITH PORTER

JASON ROMAN

ROCIO SANTANA VILLA

RACHEL RUSSICK

J DEANNA SCIACCA

JUSTIN SCHLAUDER

RICHARD G. STINE

STACY ST. JOHN

AARON SUMMERS

NINAD TAMBE

BLANCA G ACA-TECUANHUEHUE

MICHAEL VAGELL

AMBER WELLS

ELIZABETH WONG

KYLE ZUKAUSKAS

## OUR MISSION STATEMENT

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



# PROGRAM SCHEDULE 2018

DATE	TOPIC	SPEAKER/ FACILITATOR	PLACE	COMMENTS
JANUARY 24, 2018	EIGHT WASTES A LEAN INTERACTIVE TOPIC	JIM TIMMONS	HONEYWELL OF NORTHFORD, CT	JOINT WITH APICS AND ISTM-CT
FEBRUARY 18, 2018	PLANT TOUR	TBA	TBA	
MARCH 17, 2018	ICE CREAM SUNDAE PRODUCTION	MIKE FORD	HONEYWELL OF NORTHFORD, CT	JOINT WITH APICS AND ISTM-CT
APRIL 21, 2018	NEW HAVEN WATER COMPANY TOUR	TBA	NEW HAVEN WATER COMPANY	JOINT WITH SOUTHERN SECTION
MAY 19, 2018	PLANT TOUR	TBA	TBA	

## SECTION LEADERSHIP COMMITTEE

**Section Chair and NEQC Rep, and  
Nominating Chair**

Bill Folsom (203) 494-4002

**Vice Chair and Education Chair:**

Diego Dussan (203) 648-7583

**Treasurer and Newsletter Chair:**

Lawrence Spinello (203) 248-4085

**Secretary and Membership Chair:**

Suzette Herrick (774) 239-6743

**Web Chair:**

Don Wilson

**Programs:**

Unassigned

**Audit and Placement Chair:**

Gene Contardi (203) 795-6914

**Certification**

Frank Tyszka and Art Bystryk



# Job Opportunities

## QUALITY ENGINEER WANTED:

**Title:** Quality Systems and Compliance Manager

**Location:** Near New Haven, CT.

**Direct reports:** 8 Inspectors

**Industry:** Aerospace - sensors

The Quality Systems and Compliance Manager develops, implements and maintains the Quality Management Systems to assure compliance with AS9100 standards. In this position, they will effectively assure compliance of customer requirements by managing quality policies, standards, procedures, programs and practices while driving other functions in the organization to do the same. The QS&C Manager is also responsible for maintaining all FAA, EASA, CAAC, DER, NADCAP and any additional quality certifications necessary for the business.

### Essential Duties and Responsibilities

- Develop, implement, and maintain the Quality Management System to assure compliance with AS9100 standards.
- Manage all regulatory and industry specific certification programs including but not limited to FAA & FAA Repair, EASA, DER, CAAC, NADCAP and others.
- Function as primary point of contact with the FAA, EASA, DER, CAAC and AS9100 bodies to establish and coordinate site surveillance audits, documentation changes affecting the Quality Management System
- Manage the internal audit program through development and issuance of a yearly audit schedule, creation/revision of audit checklists, performing audits, and issuing status reports to management.

- Complete customer-issued Supplier Surveys or certifications
- Follow and stay current with AS9100 procedures, policies, manuals, and subscriptions
- Collaborate with product quality engineers to support plant-specific requirements and changes
- Support the corrective and preventive action program (CAPA) and Corrective Action Requests issued internally, received from customers, or resulting from third party audits as needed.
- Coordinate required certification audits with outside contractors to maintain certificates
- Support the document creation and document control processes to ensure compliance with quality systems manual
- Create and facilitate training for employees and plant leaders to support understanding of the quality manual.
- Maintain training records for any unique certifications (FAA Repair, NADCAP, etc.)
- Provide guidance to product quality teams and plant leaders regarding compliance with quality systems.

**Travel:** Up to 15% travel (domestic and/or international) as necessary.

**Citizenship:** Must be a "US Person" as defined by US Govt. and able to work without restriction with ITAR related data

### Qualifications and Experience

- Bachelor degree in Quality or related field such as Engineering, or equivalent experience
- Seven or more years of experience in a quality systems or product quality role including 5 years of experience with Quality Management Systems; experience in Aerospace strongly preferred.
- Ideal candidate will be a certified auditor.

To Apply: Send resume to [susan@hrgvs.com](mailto:susan@hrgvs.com) and a day phone number



## QUALITY ASSURANCE COMPLIANCE SPECIALIST

Sigma Systems of New Haven CT is seeking a Quality Assurance Compliance Specialist who...

- Ensures Quality and Compliance for global product complaint program activities against internal policies and procedures as well as domestic and international GMP regulations.
- Partners with internal cross-functional areas, to execute a best in class GMP Global Complaints program by supporting the organization's operational excellence of ongoing compliance and continuous improvement activities.
- Supports review of finished product contract packaging and shipping batch records and performs lot disposition to certify compliance with specifications and procedures and ensure that product is delivered on time of supply need.
- Interacts with local and global Quality Assurance team members to ensure global complaints are processed, investigated and managed as per Global procedures
- Evaluates Product Quality Complaints related to product quality issues or adverse event reporting, working effectively with internal/external partners as require to include; sample evaluation, thorough lot/product history trend analysis, and product impact assessment.
- Assist with the management of CAPA related to Global product complaint investigations as required and in collaboration with local Quality staff.

### Skills and Experience:

- Minimum of 4-8 years cGMP related experience in biopharmaceutical / pharmaceutical or related industry with 3-5 years direct QA experience in a cGMP environment
- Knowledge of domestic and international regulatory requirements related to cGMP operations
- Experience with respect to product quality complaint management systems
- Experience with electronic Quality Management systems such as SAP, TrackWise, firstDocs, etc.

**Education:** BS Degree in Biology or Chemistry

**Contact:** Venkat Amarakanti "Amar" Recruiter  
201 Boston Post Road West, Suite 201, Marlborough, MA 01752

Tel: 508-925-9441 | Fax 508-357-6301

vamar@sigmainc.com | <http://www.sigmainc.com>

## QC INSPECTOR FOR CHESHIRE, CT AREA PACKAGING COMPANY (FDA REGULATED ENVIRONMENT)

### Responsibilities:

- Performs inspection of incoming materials, in-process and finished products, approves per specification, documents in accordance with cGMP procedures
- Follow quality processes and procedures in compliance with FDA requirements & cGMP
- Document all instances of rejected product or raw material problems in daily production reports and maintain all logs.
- Create and maintain files for all quality related correspondence.
- Support investigations as needed
- Report any unusual discrepancies or problems promptly to management.
- Suggest new testing or inspection methods to minimize inspection efforts required.
- Train co-workers in quality control concepts as requested.
- Participates in Regulatory agency (EPA, OSHA, FDA, AND ISO) visits/audits
- Other Duties as assigned
- Skills:
- Self-starter
- Able to follow both written and verbal instruction
- Organized
- Extremely dependable
- Must possess good judgement skills
- Knowledge of production environment and processes
- Awareness of Quality and Safety
- Ability to take direction from supervisor
- Knowledge, including practical application of FDA QSR, ISO regulations
- Strong Team Player
- Able to work under pressure
- Able to work in fast-paced environment

Must be able to lift up to 50lbs and have at least 3 years of experience in an FDA environment Associate's degree preferred.

Please submit resumes to:

Suzette Herrick MBA, CQA Quality & Compliance Manager of Unipharm, Inc  
[sherrick@unipharmus.com](mailto:sherrick@unipharmus.com)



## ASQ NHS BOARD MEMBER REQUEST

We are looking for ASQ members to join our Section Leadership Board. We have an opening for Programs Chair....Programs Chair: Tasks for this position would be to ensure that section meetings and/or programs occur regularly. Determine focus of section meetings and programs. Solicit speakers to match topics and setup the arrangements, if applicable, to coordinate speaker needs. Work with newsletter editor to publish events in a timely manner. Attend SLC meetings and general membership meetings. As many of our meetings these past few years have been shared with APICS, ISTM and our Southern Section ASQ, finding speakers and great topic ideas have been a team effort. ASQ Board also plans to work with the new Programs chair on a variety of approaches for help.



**Dr. Dave Cadden (above) and John Sawyer (below right) speaking about Self Directed Work Teams from November's Meeting**

