



The Global Voice of Quality™

# Quality Currents

## Newsletter of Harrisburg Section 503

*Serving the Quality Profession Since 1953*

**November 2011**

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### Leadership Committee -- 2011-2012

**CHAIR:**

**Scott Crandall**

Director of Quality and Advanced Technology  
McClarin Plastics Inc.  
Hanover, PA 17331  
(800) 233-3189  
[scrandall@mcclarinplastics.com](mailto:scrandall@mcclarinplastics.com)

**CO-CHAIR/CHAIR ELECT:**  
**OPEN**

**TREASURER:**

**Eugene (Gene) M. Schwartz, CQA**

Senior Field Specialist  
Underwriters Laboratories Inc.  
York, PA 17402  
Home: 717-741-3324  
Cell: 717-880-7989  
[Eugene.M.Schwartz@us.ul.com](mailto:Eugene.M.Schwartz@us.ul.com)

**SECRETARY:**

John Reibson  
Quality Assurance Specialist  
Penn State College of Medicine  
Hershey, PA. 17033  
Ph: 717-531-4498  
[jreibson@psu.edu](mailto:jreibson@psu.edu)

**ASQ Web Site:** [www.asq.org](http://www.asq.org)

**Harrisburg Section Home Page:**

[www.asq-harrisburg.org](http://www.asq-harrisburg.org)

Section Officers can be e-mailed

### Chair's Message:

What a year, eh? Rain, Floods, now Snow? I suppose Jim Cantore is searching for an apartment in South Central Pennsylvania as he's been here so much.

I always try to look at presentations and think of what concepts I left with. This month I thought I'd share them, especially since I've had personal examples since October's presentation. I found it interesting that Quality is a newer discipline; I've spent most of my career in Engineering and Quality and never realized it's a relatively new field. What I found most interesting was Dr. Alice Gobeille's observation that many of the National Graduate School of Quality Management's students do not work in Quality, but are studying because their company requires a working knowledge of Quality in order to advance. Just yesterday I had a meeting with a Global Procurement Executive who was very well versed in PFMEA; this brought the concept to my forefront.

In the same vein, looking forward to November's meeting, I expect many Six Sigma practitioners will find the Principal Component Analysis method interesting. It is part of the Six Sigma toolkit and is a method of zeroing in on variation sources.

I find it curious what's being reported about the economy versus actual experience. Last week I travelled to Iowa for a multi-day Supplier Conference. This particular company has had 40% growth YTD, their message was "we need a robust supply chain; we can't rely on single sourcing to support our growth". (Remember the 90's when everyone was reducing supply chains and desired single sources and relationships). Next week I'll be meeting with another Global Sourcing Director who also has had 40% growth and is forecasting the same for next year (interesting that the same number keeps

### COMMITTEES

|                      |                |              |                      |                 |  |
|----------------------|----------------|--------------|----------------------|-----------------|--|
| <b>Certification</b> | Michael Green  | 717-697-4188 | <b>Membership</b>    | Patricia McCown | <a href="mailto:Patty.mccown@hp.com">Patty.mccown@hp.com</a>     |
|                      |                |              |                      | Mara Pagano     | <a href="mailto:maralpagano@gmail.com">maralpagano@gmail.com</a> |
| <b>Newsletter</b>    | Dave Fisher    | 717-986-5501 | <b>Chief Proctor</b> | Susan Backs     | 717-378-6266   |
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| <b>Program</b>       | Fred Hammond   | 717-330-9701 | <b>Examining</b>     | Michael Green   | 717-697-4188   |
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| <b>Education</b>     | John Sharp     | 717-986-7692 |                      |                 |  |

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coming up). This Director is also concerned that he has a robust supportive supply chain. Last month a different customer reported similar growth numbers to me. Two of the three companies I've mentioned are local and we have members working there. Frankly my experiences leave me wondering why the economy is taking so long to improve. I hope this indicates next year will be wonderful for all of our businesses.

At our last dinner meeting I enjoyed hearing how one from our group had to learn to drive a locomotive on the spot... without any training. Perhaps this month you can discover who that was during dinner conversation, to make it fun I'll give no clues.

See you at the meeting!

**Scott Crandall, Chair ASQ Section 503**

### Local, Harrisburg Section 503 News/Info:

- Section Members Man the Booth at the KAPE

Four members of our Harrisburg Section manned a table at the Keystone Alliance For Performance Excellence (KAPE) conference in Harrisburg this past Tuesday and Wednesday (11/1-2). KAPE is the PA state level Baldrige program that promotes the use of the Baldrige criteria and conduct an award program annually. Fred Hammond, Nick Duong, Bill Gordon and Greg Gurican took turns manning the table and communicating the message of ASQ and the Harrisburg Section and what we have to offer the organizations that were at the conference. Many of attendees were not aware of the existence of ASQ prior to the conference.



Our Harrisburg Section (503) Table

- Harrisburg Section 503 Education Program

An update on our Section Education Program...

We're finishing up one of our classes next month (CQA, in Manheim) and are working on a new CQA class for early next year in Harrisburg. Our class offerings are on our Section 503 website ([www.asq-harrisburg.org](http://www.asq-harrisburg.org)) under the Education section. If you have a question about anything having to do with the education program, please feel free to contact our Education Chair, John Sharp. His phone number is on the front page or you can email him at: [jmsharp@te.com](mailto:jmsharp@te.com).

- Providing Service to the Community

Would you like an opportunity to add to your knowledge of and ability to use the Criteria for Performance Excellence for organizational assessment while learning how leading organizations achieve performance excellence? You will network with some of Pennsylvania's foremost experts in business, education, health care, and government and other not-for-profit organizations as you learn how leading organizations achieve performance excellence. You will hone your analytical and consensus-building skills while broadening your understanding of how you can help your home organization through a systems perspective. KAPE is accepting applications for next year's examiners until January 31, 2012. You can find more information on becoming an examiner at [http://www.keystonealliance.com/Become an Examiner.php](http://www.keystonealliance.com/Become_an_Examiner.php)

Remember to refer to our Section web site for job postings. From time to time, positions are placed on the site that may not make it into the newsletter.

[www.asq-harrisburg.org](http://www.asq-harrisburg.org)

### Attention Section 503 Members

If you have provided ASQ permission to use your email as a means of communicating with you and are reading this newsletter, but **not** receiving monthly email meeting notifications, there is a high probability that your contact information in ASQ's database is incorrect. We continually receive email "bounce-backs" telling us that the message has failed to reach its destination. If you suspect this fits your case, please contact ASQ to confirm they have correct information for you. We are striving to reach every member, but obviously can only do so if the ASQ database is accurate. Thanks for helping us improve our service to you.

ASQ News/Info:

- New Study Finds that Baldrige Award Recipient Hospitals Significantly Outperform Their Peers

From NIST Tech Beat: October 25, 2011, as presented in ASQ's Friday Fast Facts

Contact: [Michael E. Newman](mailto:Michael.E.Newman@nist.gov) 301-975-3025

A new report has found that health care organizations that have won Baldrige National Quality Awards for performance excellence or been considered for a Baldrige Award site visit outperform other hospitals in nearly every metric used to determine the 100 Top Hospitals, a national recognition given by Thomson Reuters.

Commissioned by the Foundation for the Malcolm Baldrige National Quality Award, a private organization, and conducted by Thomson Reuters, the report found that Baldrige hospitals were six times more likely to be counted among the 100 Top Hospitals, which represent the top 3 percent of hospitals in the United States, and that they statistically outperform the 100 Top Hospitals on core measures established by the U.S. Centers for Medicare & Medicaid Services.

To evaluate the benefits of health care organizations using the Baldrige Criteria for Performance Excellence, the Baldrige Foundation chose to conduct a comparison with the Thomson Reuters 100 Top Hospitals national study. The 18-year-old Thomson Reuters program is based on a rigorous, time-tested statistical methodology using publically available, unbiased data.

"Hospitals using the Baldrige process are significantly more likely than peers to become 100 Top Hospitals award winners, thereby achieving performance equal to or better than the top 3 percent," the report states. "Although the Baldrige process and the 100 Top Hospitals statistical measurement are quite different, the results of this study suggest that the methods are complementary and identify similarly high-achieving organizations."

Named after Malcolm Baldrige, the 26th Secretary of Commerce, the Baldrige Award was established by Congress in 1987 to enhance the competitiveness and performance of U.S. businesses. Since 1988, 86 organizations have received Baldrige Awards. The Baldrige Performance Excellence Program is managed by NIST in conjunction with the private sector.

Originally given only to manufacturers, small businesses and service companies, Congress and the President broadened the Baldrige Award program in 1998 to include

education and health care organizations. Nonprofit organizations, including government agencies, became eligible for the award in 2007. The first health care organization to receive the award was SSM Health Care ([www.nist.gov/baldrige/ssmhealth.cfm](http://www.nist.gov/baldrige/ssmhealth.cfm)) of St. Louis, Mo., in 2002.

Health care organizations have accounted for more than 50 percent of Baldrige award applicants since 2005. Baldrige hospitals also were far more likely than their peers to be cited for marked improvement over a span of five years. According to the report, "more than 27 percent of Baldrige winner hospitals also won a 100 Top Hospitals: Performance Improvement Leaders award, while only 3 percent of their non-Baldrige peers won the award."

"The results of the Thomson Reuters study confirm what we've known for years: using the Baldrige Criteria and the earnest pursuit of the Baldrige evaluation will improve your organization by nearly every measure of success, be it in outcomes, safety, customer and employee satisfaction, or profitability," says Baldrige Performance Excellence Program Director Harry Hertz.

The study, *Comparison of Baldrige Award Applicants and Recipients with Peer Hospitals on a National Balanced Scorecard*, is available at: [www.nist.gov/baldrige/upload/baldrige-hospital-research-paper.pdf](http://www.nist.gov/baldrige/upload/baldrige-hospital-research-paper.pdf).

- ASQ Training Opportunities

Start planning your career training today! As the leading quality training provider for more than 65 years, ASQ offers essential career training in convenient and practical formats. Want to become a more significant player in your profession? The Self-paced (Web-based) Training courses listed below will make you more valuable to your current organization as well as the job market. For more courses or information, call **800-248-1946** or visit [asq.org/learninginstitute](http://asq.org/learninginstitute).

- **How to Cope with the Stress of Unemployment**  
(From ASQ Weekly)



Lindsay Olson, On Thursday October 20, 2011, 10:44 am EDT

With the unemployment rate hovering at 9.1 percent, finding a job gets harder by the day. And while, sure, the sun will come out tomorrow (or next year, or in five years), it's important to understand and cope with the stress that being unemployed can bring.

Most people underestimate the role grief plays in losing a job and looking for another one. Spending hours online applying

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for jobs can get you into a rut, and it's easy to lose confidence when you don't hear back from employers. Losing your sense of security that comes with having a steady income can put a strain on your relationships. You may find yourself applying for jobs you don't want, or are overqualified for, in the hopes of simply securing gainful employment.

You may feel a mix of emotions, ranging from anger to sadness to apathy.

If you do get an interview, you may still permeate your negativity. If you're interviewing for a job you don't really want, you may sabotage yourself so that you don't get the job. And the cycle continues.

### --Helping Yourself

Stress in this situation is normal. Losing a job is a loss, similar to losing a person to death. You have to allow for the grieving process and find your new normal. The first step is admitting that you are stressed, and pinpointing what specifically is bothering you. Is it the lack of income, or being home all day with nothing to do? Do you feel like your spouse is pressuring you to find work, or are you adrift at sea, without the identity you affixed to the work you did?

Keeping a journal can help you address these feelings and determine how to sort them out. You may also want to talk to your spouse or a therapist about your feelings. Finding a job search partner can really help you deal with the frustration, while keeping you motivated and on the right track. The key is to move on from the anger and frustration so that it will help you move forward and not affect your job hunt.

### --Finding the Silver Lining

Staying positive and active is what will help you through this dark time. Try to think about how things will improve once you do find a job. Don't focus on how many jobs you've applied for or how many interviews you've gone on. Get into a daily routine. Start the day with a walk and breakfast. Focus on your job search for a while, then take a break and do something else. Set daily goals to help you stay on track. Your job search day should consist of applying for new jobs, follow-up, making new connections, reading, research, and a daily review. You should also schedule some time for reflection on your activity weekly and after interviews. Be honest with yourself about what is working and what isn't in your job search, and take responsibility to make those changes.

A clear focus on meeting your goals may keep you from spiraling into depression. Use your calendar to schedule things like your job-seeking time, and add in other activities, like volunteering at your kids' school, exercising,

or meeting with a friend for coffee. The more active you are, the less lost you'll feel.

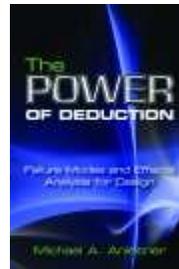
### --All Bad Things Come to an End

While it might not feel this way, your unemployment will end. It might not be how you expected it to end, and you might not get the job of your dreams, but change is inevitable. Open up the possibilities in your job hunt by looking for different types of work, changing fields, and look into part-time and contract work as well.

*Lindsay Olson is a founding partner and public relations recruiter with [Paradigm Staffing](#) and [Hoojobs](#), a niche job board for public relations, communications and social media jobs. She blogs at [LindsayOlson.com](#), where she discusses recruiting and job search issues.*

Take a look at ASQ's Career Center for more information on job postings.

- **Book Review**



#### **The Power of Deduction: Failure Modes and Effects Analysis for Design**

*Michael A. Anleitner*

**Item:** H1397

**Member Price:** \$42.00

**List Price:** \$70.00

If you really want to improve product designs, you must do more than conceive and develop ideas using intuitive and inductive thinking. While innovation and creativity—which are driven by insight and inductive generalizations—are critically important in today's competitive world, inspired ideas that are not executed with exquisite attention to detail are, more often than not, doomed to the scrap heap of history. That's where a design failure modes and effects analysis (DFMEA) comes in. But like anything, it has to be done well. Even with a clever or exciting design, a poorly developed DFMEA means that there will likely be serious problems with the design; either during the development cycle or after customers begin to use the product, or both.

This book is aimed at engineers, managers, and other professionals who are active participants in product development activities for industrial and commercial products, including design engineers, designers, product engineers, program managers, quality managers and engineers, manufacturing engineers, and business unit managers. How can you turn DFMEA into the powerful tool that it can become? How should DFMEA be approached? This book answers these questions. It introduces DFMEA, outlines some common mistakes made when doing it, and goes deep into a

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straightforward but comprehensive 7-step process that will ensure your designs and products are world-class.

- **Help During Times of Transition**

Unemployed Full, Senior, and Fellow members can apply to receive a discount on their membership dues based on consecutive years of membership. Participation in the unemployment program is limited to two years during the lifetime of their membership.

Full, Senior, and Fellow members with more than 10 consecutive years of membership are eligible for a discount on dues when they fully retire.

Learn about unemployment benefits.

<<http://links.mkt3019.com/ctt?kn=13&ms=ODcwMzI0S0&r=NjlwMDMz>

Learn about retirement options.

<<http://links.mkt3019.com/ctt?kn=21&ms=ODcwMzI0S0&r=NjlwMDMz>

- **To Update Your E-mail Address at ASQ:**

- Visit [www.asq.org](http://www.asq.org)
- Enter your member number and password in the "Log In Now" section.
- Select the "Manage My Account" blue box in the upper right-hand corner of the page.
- Update your e-mail address under "Change Contact Information".
- If you need additional help, e-mail ASQ Customer Care at [help@asq.org](mailto:help@asq.org) or call us at 800-248-1946 (United States and Canada only).

**Or**

To Update Your E-mail Address or Opt Out of Future E-mails Without Logging In:

Contact ASQ's Customer Care Center:

**E-Mail:** [help@asq.org](mailto:help@asq.org)

**Phone:** 800-248-1946 (United States and Canada only)  
or 414-272-8575  
001-800-514-1564 (Mexico)

**Fax:** 414-272-1734

**Mail:** ASQ  
600 N. Plankinton Ave.  
Milwaukee, WI, 53203, USA

### DINNER RESERVATIONS

Please remember that your local Section 503 of ASQ is a non-profit organization. If you do make dinner reservations and cannot show due to some emergency we understand. But if a non-emergent situation arises that causes your non-attendance after making a reservation, the Leadership Committee kindly requests that you send a check for the meeting fees to the Section Treasurer at your earliest opportunity. Thank you for your understanding of and compliance with this policy.

### DINNER MEETING ETIQUETTE

Please, if you make a reservation to attend one of our dinner meetings and find later that you are unable to attend, **kindly let us know at least 48 hours in advance for non-emergent cancellations.** If you make a reservation and simply fail to attend, the Section will be required to pay for the meal + tax + gratuity, if our commitment has not been met. Thanks in advance for your help and cooperation in preventing an avoidable expense being incurred by the Section. If you do have an emergency, please just let us know anytime before the meeting, we understand such events can happen to anyone at anytime.

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**\*\*\*\*\* Trivia Corner \*\*\*\*\***

This month's trivia question (answer on the last page):  
What mother's aid did Marion Donovan patent in 1951?  
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**ASQ Harrisburg Section 503  
November 2011 DINNER MEETING**

**When: Wednesday, November 9, 2011**

**Registration: 6:00 - 6:30 p.m.**

**Dinner: 6:30 - 7:15 p.m.**

**Program/Q&A: 7:15 - 9:00 p.m.**

**Where: The Eden Resort Inn – Lancaster, PA**

222 Eden Road, Lancaster, PA 17601, PH: (717)-569-6444

**Menu: GRAND BUFFET**— Entrees include Chicken Breast Florentine and Baked Salmon with Raspberry Glaze, plus tossed garden salad with 2 dressing choices, pasta and potato salad, carved roast top round of beef. Chef's potato & vegetable, fresh bread / rolls, and assorted desserts. Coffee, decaf tea, herbal teas, iced tea.

**Cost: Pre-Registered: \$20.00/Section Member, \$25.00/Guest**

**At-the-door: \$25.00/Section Member, \$30.00/Guest**

**What: Chemometrics w.o. Equations- Using Principal Components Analysis for Root Cause Analysis**

Practicing chemists have highly varied backgrounds in chemistry. The language of chemometrics is matrix algebra, which most chemists have not experienced, for this reason Dr Dahlberg wrote and teaches a short course called Chemometrics without Equations. This presentation will be a highly abbreviated version of that course. It will present the motivations, basic terminology and applications of Principal Component Analysis (PCA), the foundation of most chemometric techniques. An emphasis will be put on using PCA for Data Exploration (verifying and understanding your data) and Pattern Recognition.

**Who: Dr Don Dahlberg – Professor Emeritus Lebanon Valley College**

Dr. Donald Dahlberg is Professor Emeritus of Chemistry at Lebanon Valley College. Dahlberg earned a B.S. in Chemistry from the University of Washington and a Ph.D. in Physical Chemistry from Cornell University. After decades of doing research in the area of Physical Organic Chemistry, he got involved in Chemometrics while on sabbatical in 1988 at the Center for Process Analytical Chemistry at the University of Washington. There he learned chemometrics in the Bruce Kowalski group (co-founder of chemometrics). Upon returning to LVC, he taught chemometrics to undergraduate students for over a decade.

Fred Hammond – Program Chair

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**IMPORTANT:**

To meet the hotel notification requirements and allow for preparation for our meetings, all reservations need to be received one-week in advance of every meeting, by the close of business on the Wednesday before the meeting date.

**Please register by Wednesday November 2, 2011:**

| Register with: | E-mail  | Fax          |
|----------------|---|--------------|
| Fred Hammond   | <a href="mailto:fhammo@gmail.com">mailto:fhammo@gmail.com</a> | 717-381-3256 |

**DIRECTIONS:**

**From York:** Take Route 30 East to Lancaster. Take the Lititz/Oregon Pike Exit off of 30 East. Go to the second traffic light and make a left onto 272 North (Oregon Pike). Go to the first traffic light and make a right onto Eden Road. The Best Western Eden Resort is on your right.

**From Harrisburg:** Take Route 283 East. Follow to the junction with Route 30 East. Follow Route 30 East to the Lititz/Oregon Pike Exit. At the first red light go straight. At the second red light turn left onto 272 North (Oregon Pike). At the first traffic light make a right onto Eden Road. The Best Western Eden Resort will be on your right.

**From other locations:** <http://www.edenresort.com/directions.cfm>

**ASQ HARRISBURG 2011-2012 MEETING SCHEDULE**

| DATE               | SPEAKER  | TOPIC  | LOCATION   |
|--------------------|--|--|------------|
| September 14, 2011 | Mark Raschke, BAE Systems  | US Special Operations Command (SOCOM) MRAP Vehicle:<br>A successful application of quality process assurance for<br>low quantity production at BAE Systems | York       |
| October 12, 2011   | Dr Alice Gobeille<br>National Graduate School of Quality<br>Management | At the end of the first decade of the 21 <sup>st</sup> century, what is the<br>role of Quality?  | Harrisburg |
| November 9, 2011   | Dr. Don Dahlberg, Professor Emeritus<br>Lebanon Valley College         | Chemometrics without Equations - Using Principal<br>Components Analysis for Root Cause Analysis  | Lancaster  |
| December 14, 2011  | Christian Lancaster, St. Onge Company                                  | Top Reasons for Failure in Supply Chain Projects,<br>presented using the DMAIC process   | York       |
| January 11, 2012   | William J. Sutton II, LEED® AP, Wohlsen<br>Construction Company        | Sustainability in Business and Construction Today  | Harrisburg |
| February 8, 2012   | TBD  | TBD  | Lancaster  |
| March 8, 2012      | Thomas Friel, Food and Drug Administration                             | Closing the Loop: An Effective CAPA System   | York       |
| April 11, 2012     | Scott Crandall, McClarin Plastics                                      | Existing and Thriving under multiple Quality Systems   | Harrisburg |
| May 9, 2012        | Industrial Engineering Students,<br>Elizabethtown College              | Applying LEAN Tools to Improve the Bottom Line - A Senior<br>Project   | Lancaster  |
| June 13, 2012      | Reserved   | Reserved   | TBD        |

**TRAINING OPPORTUNITIES**



**DBS QUALITY MANAGEMENT INT'L**

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 Visit our Website @ [www.dbsqualitymgmt.com](http://www.dbsqualitymgmt.com)

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**Fall 2011 Training Programs**

| Dates                                       | Course Description   | Cost/Person  |
|---|--|--|
| 1 Session:<br><br>November<br>10 & 11, 2011 | <p align="center"><b>2 DAY ISO 9001:2000 Internal Auditor Training w/ 2008 Revision Review</b></p> <p><b>Day 1 – ISO 9001:2000/2008 Training</b></p> <ul style="list-style-type: none"> <li>Quality system principles and the process model</li> <li>Examination/interpretation of ISO9001:2000 elements</li> <li>Review of recently released 2008 standard changes</li> <li>Continual effectiveness improvement focus</li> </ul> <p><b>Day 2 – Applying the Standard &amp; Auditing Techniques</b></p> <p>Audit mechanics:<br/>                     The documented quality system audit, Sampling, the Audit Checklist, Conducting the audit, psychology, Audit management, Non-conformity statements, audit reports, Corrective action follow-up, Skill development through workshops</p>            | <p align="center"><b>\$550</b></p> <p><b>NOTE: Cost for those who want to attend only the first day of training: \$350</b></p>                 |
| 1 Session:<br><br>December 2                | <p><b>1 Day SAE AS-9100C &amp; AS9101D Supporting Criteria for Aviation, Space and Defense Organizations Standard</b></p> <p>This course concentrates on the AS-9100 revision "C", aerospace supplements over and above the requirements of the ISO 9001-2008 Standard, the application of AS9101D Audit Criteria/Requirements, and implementation strategies for certification preparation. Includes: Key Changes in AS9100C, AS9104 Transition Rules, Application of AS9101D Audit Criteria; The OER (Objective Evidence Report), The PEAR (Process Evaluation Assessment Report), Risk Management Requirements, Project and Configuration Management. Process Turtle Diagram Work Shop. <b>Prerequisite:</b> Understanding ISO 9001- 2008 is Essential. Understanding of AS9100 B is beneficial</p> | <p align="center"><b>\$450</b></p>   |
| Offered On-Site<br><br>Public Training TBD  | <p align="center"><b>One Day Work Shop AS9101D Implementation Criteria; Application of SAE AS-9100C</b></p> <p>This course concentrates on the application of AS9101D, Key Changes in AS9100C, Process Turtle Diagram Work Shop, Business Process Metrics, The PEAR (Process Effectiveness Assessment Report), The OER (Objective Evidence Record), Risk Mgmt. Requirements and Work Shop.</p>   | <p align="center">Call for<br/>                     On-site Pricing<br/>                     Or<br/>                     Registration Form</p> |

**Principal Instructor:** Michael J. Dougherty, RABQSA/IRCA QMSLA, IAQG, CMDCAS, & AIAG Certified. ISO 9000, QS-9000, AS-9100, ISO 13485 Registrar Lead Auditor.  
**Courses Include:** Training materials & continental breakfast. Lunch is on your own. Courses run 8:30AM - 4:30PM. **Please bring a copy of the appropriate Standard for reference.**  
**Location:** Holiday Inn, 1750 Summeytown Pike, Kulpsville, PA 19443. Ph. (215)368-3800.  
 At Exit #31 (Lansdale) Northeast Extension of the PA Turnpike. Left at light off ramp. Hotel on immediate right. Please reserve your overnight room early if needed.  
**Contact Deidra to register. Phone: (215) 368-6266 Fax: (215) 393-4873 E-mail: deidradoc@aol.com**

**Lean Logistics & Supply Chain Workshops, Sponsored by *LEAN FRONTIERS***

**Register Today!**

Sign-up before Registration Closes...

**Lean Logistics: Moving Beyond**

**Lean Manufacturing**

Date: December 7, 2011

Time: 9:00 AM - 5:00 PM

Facilitator: Dr. Thomas Goldsby

Location: Fishers, IN (Indianapolis suburb)

Fee: \$495

**More Info:** <http://www.leanfrontiers.com/workshops/>

**The Integrated Lean Supply Chain:**

**From Suppliers to Customers**

Date: December 8, 2011

Time: 9:00 AM - 5:00 PM

Facilitator: Dr. Thomas Goldsby

Location: Fishers, IN (Indianapolis suburb)

Fee: \$495

**More Info:** <http://www.leanfrontiers.com/workshops/>

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Answer to this month's trivia question: The disposable diaper.