



The Global Voice of Quality™

# Quality Currents

## Newsletter of Harrisburg Section 503

*Serving the Quality Profession Since 1953*

**September 2011**

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### Leadership Committee -- 2011-2012

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**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:

Welcome to the 2011-12 year of newsletters and dinner meetings! As your new Chair, I'm excited about the opportunity to work with the individuals of your award-winning Leadership Committee.

An exciting, challenging time lies ahead of us given the economic issues in the country. As manufacturers begin to ramp up production there is an increased emphasis on Risk Management, Supplier Development and Business Sustainability. All rely on our special talents and skills. ASQ's mission is important for the support they provide us in these endeavors. ASQ, having that realization, has determined to emphasize listening to the Voice of the Customer (members) to improve the professional support it provides us. Our Section leadership also values knowing what we can do to enhance your experience.

Please don't hesitate to volunteer for roles in Section leadership. I'd like to especially encourage new members to become involved in volunteer roles. Fresh and enthusiastic opinions are valuable. Becoming involved requires nothing more than volunteering to a member of the Leadership Committee. There are only a handful of positions that require election (they are already filled); other positions merely require appointment.

Our Section conducted a survey last year that produced interesting results. My interpretation was that members join our society for the certifications, and then stay for the professional development opportunities that dinner meeting presentations provide. The survey we collect at the end of the dinner meetings is valuable feedback in efforts to provide the type of presentations you desire. Our Program chairmen locate some excellent presenters and presentations. I don't

### 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>
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<b>Arrangements</b>	Greg Gurican	717-851-2133	<b>Auditing</b>	Craig Mosher	717-986-3540
<b>Program</b>	Fred Hammond	717-330-9701	<b>Examining</b>	Michael Green	717-697-4188
	William Gordon	717-938-1923			
<b>Placement</b>	Brian Krady	717-290-8000	<b>Webmaster</b>	Steve Cronkrite	717-852-1806
<b>Education</b>	John Sharp	717-986-7692			

## *Harrisburg Section 503 Newsletter, September 2011*

know how they develop such great ones--hats off to them! I know they value the feedback and use it for guidance.

Please take a minute to review our meeting schedule and consider inviting associates from your companies. I'm excited about what we have planned for the year. Perhaps you (and they) will be too. For you "seasoned veterans", I also ask that you take the opportunity to introduce yourself to new faces and welcome them to our dinner meetings.

I'm looking forward to seeing you each month and am confident we'll have an exciting and mutually beneficial year.

**Scott Crandall, Chair ASQ Section 503**

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

- Harrisburg Section 503 Education Program

Those of you who have registered an email address with ASQ should have already received an electronic copy of the Education Program bulletin for 2011-2012. In it you'll find an extensive listing of courses offered by the Harrisburg Section of ASQ. Course offerings range from introductory level/basic courses in Quality to more specialized courses in DOE and certification prep classes for ASQ certification exams. If you have not received your own copy, you can find a copy on our local Section 503 web site: [www.asq-harrisburg.org](http://www.asq-harrisburg.org)

- Analysis of June 2011 Member Survey to Determine Acceptable Locations for Site Visits—by Bill Gordon, Co-chair Program Committee

During the month of June 2011, ASQ Section 503 surveyed its members to determine how far from its normal meeting sites (Harrisburg, Lancaster, and York) its members would be willing to travel for a plant or site tour. Of the 439 (ASQ, June 2011 Growth Report) section members, 43 (10%) that have provided the Section with e-mail addresses responded. However, since respondents did not answer all the questions, we interpreted a lack of a response as a negative response and, therefore, the percentages are based on the total number of responders, not the number of responses to each question. We will consider the localities of sites receiving 37% or more votes as candidates for site visits.

The responders are generally more likely to travel further on a Saturday than on a Wednesday evening. However,

they qualified their answers with the caveat that attendance would depend on the activities at the company visited. On Wednesdays, we might expect good-to-fair attendance at sites near Lititz, New Holland, Gettysburg, Carlisle, Lebanon, Reading, Chambersburg, and Shippensburg. Forty-six percent of the responders would travel 25 miles beyond the regular meeting sites for a plant tour on a Wednesday evening; this drops to 37% if the travel distance were 50 miles. The list grows to 19 for site visits held on Saturdays with attendees willing to travel as far as Hagerstown, MD; Frederick, MD; Baltimore, MD; King of Prussia, PA; Allentown, PA; and State College, PA. Interestingly, other locations of similar travel distances to the north, northeast, and northwest did not fare as well. Perhaps the site selections are biased by where responding members live and work. Likewise, it is unclear why the responders did not consider a number of closer locations to be of interest even though they are in the general direction of sites with positive responses (e.g., finding State College a site of interest, but not Lewistown, PA). It is unclear what caused this phenomenon, but in general, responders preferred traveling to south and east of our usual meeting locations.

It appears that responding members would prefer participating in site visits on Saturdays instead of Wednesday evenings. Furthermore, they would prefer going to the site visit in lieu of a regular Wednesday evening dinner meeting. In addition to identifying our members' interests in locations for plant tours, the survey also sought to gather information on five other topics:

- What was your primary reason for joining ASQ? The top reason for belonging to ASQ was to obtain initial Certification (42%) with only 5% using the monthly Professional Development meetings to meet recertification requirements. Over 25% stated they see the "opportunity to belong to a professional organization" as important while less than 15% consider "networking" important.
- What do you find most rewarding about being a member? Over half of the respondents indicated that "learning about implementation of quality measures in different and diverse industries" (55.8%) as providing the most member value; training opportunities came in second with a score of slightly over 16%.
- How effective are the organization's leaders in meeting the needs of the membership? On a 5-point Likert scale, our leaders received a rating of 3.98 with over 75% of the respondents rating them as "very effective" or "effective." Only one person indicated that leaders are "ineffective" and the remaining 21% of the respondents were "neutral."
- How long have you been a member? The length of ASQ membership covered a wide range of years with the largest percentage (35%) falling into the 2-5 year grouping; the 6-10 year and 11+ year groups where

## Harrisburg Section 503 Newsletter, September 2011

about equal at 26% and 28% respectively. Interestingly, nearly 12% said they had been a member for less than two years.

- Would you attend a plant or site tour on a Saturday in addition to our usual Wednesday dinner meeting? The results from this question are inconclusive. While 33% answered “no” and 21% yes, nearly 47% were undecided.

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 between 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:

#### From Quality Progress:

#### The Secret to Sustainment

#### ***Engine manufacturer reveals formula to maintain change over the long haul***

by Russell Lindquist

Of all the problems and projects encountered by most continuous improvement professionals, the most challenging is making change last. In fact, sustaining change tends to be an afterthought for many. It’s no wonder literature on actually making improvements stick seems scant.

The sobering fact is that less than 10% of organizations that start down a continuous improvement path actually achieve the efficiencies they desire.<sup>1</sup> Then, consider the fact that effective continuous improvement usually requires expenditure of more than 5% of an organization’s revenue.

So why are there such high fallout rates and so many wasted resources for continuous improvement journeys that sounded so promising early on? Three challenges usually exist:

1. Gross underestimation of the psychological needs of the workforce in order for new behaviors to be established.
2. Misunderstanding of the tools and methods needed to sustain change.
3. Lack of management follow-through, which can lead to a workforce that has survived many previous changes that weren’t sustained.

During its fourth broad-based attempt to significantly streamline its operations, Fairbanks Morse Engine of Beloit, WI, took on this sustainment challenge and addressed each of these factors. What the engine manufacturer found was a formula that worked.

At Fairbanks Morse Engine, sustaining any continuous improvement activity was of paramount importance because three previous attempts had netted few long-term improvements and actually had built significant resistance to change among the workforce—both in the office and on the shop floor.

Our current push is designed to generate much-needed momentum for long-term change. During a 16-month transformation, we focused on a particular area addressing myriad issues, sustaining the changes and then moving to the next area until all areas were covered.

There are many specifics related to how we developed and executed this, but how we addressed the psychological needs of the workforce early in the effort is quite unusual.

#### Psychological needs for new behaviors

Most of us are familiar with diet and exercise programs. And many of us have made New Year’s resolutions to which we were dedicated in January, but somehow, by the time December rolled around, there was little to show for our initial zeal.

The market is filled with the rapid weight-loss devices and guaranteed diets that last six weeks or less. Have you ever wondered why that timeframe? Understanding this little bit of psychology can carry you far with leading change.

For our transformation at Fairbanks Morse Engine to work, it was crucial that operations leadership—from supervisors up to the vice president—understood how culture change is

achieved, as shown in Figure 1. To change the organization's culture, we needed everyone's behavior to change. We were looking for people to make better decisions on their own without guidance.

**Culture change** / FIGURE 1



[Figure 1](#)

But even when the reasons for change seem logical or are obvious, you must ensure new habits are fully practiced before people can be expected to start making better decisions on their own. This critical preliminary step is often overlooked in a high-speed implementation in which results are expected immediately. This first step is particularly important after a potentially disruptive change has hurt productivity.

The fact is that most changes occur under time pressure and likely hurt productivity initially despite improvements in efficiency because new methods must be learned. Typically, it takes six to eight weeks to recover or exceed previous efficiencies.

This poses the first challenge to those leading change: an initially negative, counterintuitive effect. Typically, this poses significant challenges if you are unprepared for this result and don't actively counteract the frustration that follows.

Just as lasting weight loss is achieved by changing long-term eating habits, culture change is rooted in altering daily habits. Typically, within the first two weeks, much of the lost efficiency is recovered as new habits are learned. The key is to replace the previous activities every day. Some simple tools will help nurture the seeds of change you worked so hard to plant.

At Fairbanks Morse Engine, one example of this pyramidal method comes from a simple 6S event for a welding supply cabinet. At the conclusion of the *kaizen* event, a picture of how the cabinet looked was laminated. A daily check sheet was to be completed by the area operators on a rotating basis. Both the check sheet and the photo were posted outside the cabinet for all to see.

After a few weeks, this daily activity led to the habit of keeping the cabinet neat, orderly and properly stocked. During the next few months, the new habit led to pride in the workplace, bringing about several smaller, operator-driven changes that also have been sustained in the same fashion. Within the span of about one quarter, the net result was the conversion of a change-resistant culture into a culture with modest change agents.

Do not underestimate the long-range impact and deepened commitment that can be created by changing daily activities to be more in line with a desired culture.

Tools and methods to sustain change

Even though much of the resistance to change might seem irrational, don't be too quick to dismiss the resistance. After getting those directly affected by the change on board with the normal activities and efficiencies of the improvement, turn to managing through the first six to eight weeks to reach a new, stable operating norm.

To pull this off, you need to use checklists, audits and group problem solving. That's it. Not impressed? Well, these are the most powerful tools and methods leadership has to sustain changes, but few organizations seem to use them. Be careful that any of your own biases about these tools and methods do not hold you and your continuous improvement team back.

**Checklists:** If an action is important—especially when it's a new action for a person—checking it off a list solidifies half of the accountability. The other half is management oversight of correct checklist and action completion.

If you are leading change and need to ensure you are overseeing the fact that new actions are happening, perhaps you need your own checklist. Whatever the application, checklists need to be simple, understood by the person taking the action (preferably written by them) and made public.

**Audits:** Audits are powerful if the findings are made public and serve as the platform for continued improvement. The establishment of an audit program for all changes made at Fairbanks Morse Engine and consistent conducting of audits are probably the most important changes we have implemented.

Although many people originally thought auditing would be too cumbersome, our peak volume of about 90 audit items only took 35 minutes a week for a single auditor to complete. This small investment saved us from running the same *kaizen* events again and, better yet, built momentum rather than resistance to the transformation.

As shown in Figure 2, it took some time for managers and those on the shop floor to embrace a weekly audit program, but the results speak for themselves. Despite an increasing volume of change (dashed line), the conducting of audits took

hold (green line) after about eight weeks (Dec. 7, 2009), even in the midst of holiday and other year-end distractions.

Fairbanks Morse Engine sustainment audit trend / FIGURE 2

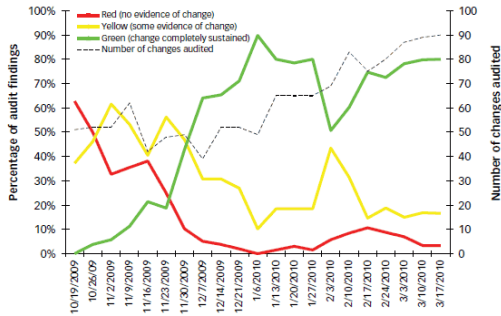


Figure 2

**Group problem solving:** An unaudited checklist is not nearly as effective as an audited one. Moreover, audits are not effective if you do not learn from the gaps you find. The group problem solving that occurs when green items go to yellow or red is invaluable. Perhaps the best-laid plans were not the best. Perhaps the operation, customer requirements or supply chain has changed since the improvement.

Working through the issues as a team in an open dialogue to improve the audit performance opens the floodgates of self-initiated continuous improvement.

Lack of management follow through

Few things kill the momentum of improvements faster than disinterest from management. It is a powerful signal to the members of the workforce that changes are not important and their voices do not matter.

I have also encountered many "change survivors." These are the people who have seen previous flavor-of-the-month initiatives come and go. More often than not, they either saw a change forced by management that did not work for them, or they had a change they were passionate about that wasn't sustained by management. These survivors tend to be vocal and therefore can influence others to resist change. A layered audit, in time, will win the majority of these change survivors back.

Moving from audits to layered audits is much easier than starting an audit program. First, management has already established audits and the habit of improving on them.

Workers tend to make quick and powerful changes when they see the organization is in it for the long haul. Second, the workforce is already conditioned to the audit rhythm and is likely seeing its benefits.

In a layered audit, employees on the shop floor are the first to be accountable for auditing themselves, preferably using a check sheet. At Fairbanks Morse Engine, the audits of changes are allocated among individuals in a department, with a targeted duration of about five minutes at the conclusion of each shift. Some changes are tied to an assigned work station, and a single individual is responsible per shift for the audit. Areas that are shared resources have tended to sustain audits best when responsibility is rotated among individuals.

The next audit layer is typically the front-line supervisor double-checking daily and weekly while using an audit checklist. As a best practice, the same audit checklist should be used at each layer. This builds trust, adds clarity and provides a common performance expectation.

Following that layer is a management audit (perhaps performed by a vice president) that usually happens monthly, and again uses the same checklist. Finally, monthly or quarterly deep dives at the highest management level possible will help connect the shop floor to the organization's vision, while relaying the real situation on the floor to influence the vision of the organization.

This last layer serves as a tremendous opportunity to share information without filters. It also can reset the level of expectations for the other audit layers. Table 1 shows the audit program structure.

Fairbanks Morse Engine layered audits / TABLE 1

Who	What	Frequency	Time required	Tools
Lead man	6S, SQDC updates, action items, escalation.	Daily	Less than 10 minutes	Checklist
Supervisor	Merrics for department, abnormality update, SQDC inspection.	Daily	Less than 10 minutes	Checklist
	6S area check; TCY; kaizen newspaper and event audits; quality, preventive action/audit.	Weekly	30 minutes	Checklist
Manager	Schedule, 6S completion, abnormality tracking, SQDC (complete/updated?).	Weekly	Less than 10 minutes/department	Checklist
	One department: 100% gap audit to goal, actions, trends	Monthly	Two hours	Checklist
Vice president	Gemba walk: SQDC abnormality escalation, schedule, 6S, kaizen newspaper, event audits.	Weekly	One hour	Checklist
	One department: 100% gap audit to goal, actions, trends.	Monthly	Two hours	Checksheet/TCY Program data monthly
President	Gemba walk for staff support gaps, SQDC, abnormality, schedule, 6S, KN, event audits.	Monthly	One hour	Reference card, email results to highlight

KN = kaizen newspaper  
SQDC = safety quality delivery cost  
TCV = Total Customer Value

Table 1

Make no mistake, continuous improvement starts with and is led by leadership. It is a top-down, strategic initiative executed by leaders. In fact, it is important to note the subtle difference between a manager who is installed to maintain the status quo and a leader who is installed to orchestrate the activities and behaviors of others to accomplish a change.

At Fairbanks Morse Engine, leadership takes an active role in the sustainment effort. When sustainment was challenged by a sudden increase in the shop workload, leadership responded by:

- Calling attention to the deteriorating trend during the weekly staff meeting.
- Opening a dialogue on possible root causes, revealing the loss of focus due to production-load increase.
- Expressing dissatisfaction with the current state and challenging the staff to address the gap.
- Opening a dialogue about how senior leadership could help.

These calls to action combined to correct the adverse trend and put the operation back on the positive trajectory of maintaining our hard-fought gains.

Figure 2 shows the weeks of Feb. 3–17, 2010, and Figure 3 shows similar situations during weeks March 17–April 7, 2010, and Aug. 4–25, 2010. When red items reach or exceed 10%, we take coordinated action rather than leave it to the shop-floor workers and supervisor to correct.

**Fairbanks Morse Engine sustainment audit trend—with layered audit program** / FIGURE 3

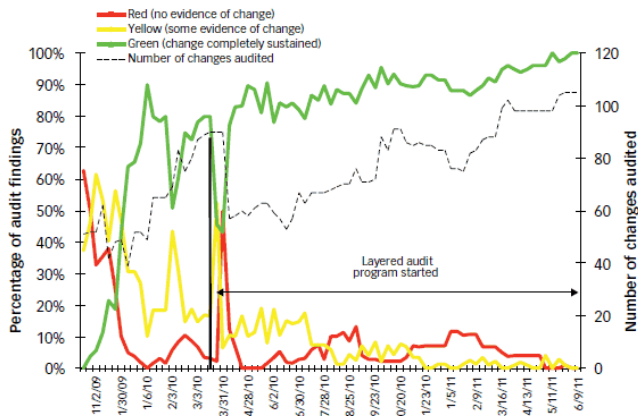


Figure 3

More extensive root cause analyses of the adverse trends during these periods were conducted before recovery was realized.

With a layered audit program in place and so many people having a public stake in its success, it is difficult to unwind sustainment. You are also likely to see stabilization and more of a drive to perfection. Note Figure 3's green line flattening at a high level in the layered audit region between March 15, 2010 to June 9, 2011.

End the struggle

If you and your organization struggle to sustain improvement: Make sure you understand and have accounted for the psychological effects of the change on your workforce.

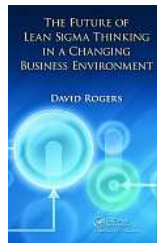
Be sure you are using the most powerful sustainment tools to their fullest extent. To do so, alter your activities, habits and behaviors so sustainment can happen in your organization.

Make sure leadership follows through on its commitments, engages in a public problem-solving cycle using audits as the springboard and remembers that the effort must be driven by leaders rather than managers.

Even better, once your audit program is established, move to a layered audit program to ensure your organization closes the plan-do-check-act cycle. Sustainment rests on honestly answering the question, "Has leadership captured the hearts and minds of the people in your organization?"

**Russell Lindquist** is the manager of Total Customer Value and lean at Fairbanks Morse Engine, an EnPro Industries company located in Beloit, WI. He received a bachelor's degree in chemical engineering from the University of Colorado in Boulder. Lindquist earned Master Black Belt certification from General Electric. He is an ASQ member.

• Book Review



**Sigma Thinking in a Changing Business Environment**  
David Rogers

Item: P1440  
Member Price: \$39.95  
List Price: \$39.95

Of the 100 companies named to Fortune magazine's list of the world's largest companies in 1956, only 29 of those companies remain on that list today. Many lost their way because they failed to recognize the changes taking place, or were too big to react quickly enough to shifting market conditions.

Supplying Lean practitioners with a formal process for keeping up with technological advancements and shifting business requirements, *The Future of Lean Sigma Thinking in a Changing Business Environment* provides the tools to not only survive, but prosper through the current business environment. It introduces cutting-edge business solutions from the fields of chemical engineering, aircraft production, and business psychology, and explains how to integrate these concepts with proven Lean principles.

The book begins by providing a foundation in essential Lean concepts, including Deming and Juran, Six Sigma, Total Quality Management, the Toyota Production System, and New Six

## Harrisburg Section 503 Newsletter, September 2011

Sigma. Next, it reports on the latest advances in process understanding. By analyzing changing attitudes within the

system, it illustrates how new products are being developed using updated Lean thinking. In addition, it provides examples that demonstrate the impact of e-commerce on Lean production systems.

- **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

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### 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 Executive 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 did Englishman Edwin Budding invent in 1830?

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**ASQ Harrisburg Section 503  
September 2011 DINNER MEETING**

**When:** **Wednesday, September 14, 2010**

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

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

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

**Where:** **Four Points Sheraton 650 Toronita Street, York, PA**  
**Telephone 717-846-4940 - Directions & map on Page 2**

**Menu:** **Tuscan (Pan Seared Chicken Breast) topped with sundried Tomatoes, and Fresh Basil & Black Olives; Rolls & Butter; Caesar Salad; Twice baked Potatoes, and Spinach stuffed Tomatoes; Chocolate Cake, Coffee & Tea**

**Cost:** **Pre-Registered: \$20.00/Section Member, \$25.00/Guest**  
**At-the-door: \$25.00/Section Member, \$30.00/Guest**

**What:** **US Special Operations Command (SOCOM) MRAP Vehicle: A successful application of quality assurance for low quantity production at BAE Systems.**

This month's presentation will summarize the quality assurance measures which BAE Systems utilized over the course of several low-quantity production runs of Mine Resistant Ambush Protected (MRAP) vehicles. Many of these quality assurance measures were transferred from the main York plant to the Chambersburg plant and then expanded upon in Chambersburg. Since 2008, the BAE Chambersburg facility, in partnership with Letterkenny Army Depot, has built at least 7 different MRAP variants (often more than one at the same time), all in low quantities. This facility started out producing the Special Operations Command (SOCOM) variant, and activities in this facility will conclude at the end of 2011 with the final production run of the SOCOM MRAP. Production of the SOCOM vehicles requires not just final vehicle assembly, but also integration and test of various equipment and systems in coordination with multiple other subcontractors and government agencies. These systems include Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), Satellite Communications (SATCOM), and Remote Weapon Station (RWS).

**Who: Mark Raschke – BAE Systems**

Mark Raschke is a Project Engineer with BAE Systems based out of York, PA. Since April 2011, he is also currently Acting Site Lead at the BAE facility in Chambersburg, PA which operates in partnership with Letterkenny Army Depot. Mark served as the BAE Production Program Liaison for delivery orders of SOCOM RG33 MRAP vehicles in 2010 and again in 2011. Mark has been with BAE Systems since 2008, and has won four Chairman's Bronze Awards during his time there. Prior to BAE, Mark worked as a Project Engineer at both Spartan Motors in Charlotte, MI and Navistar International in Fort Wayne, IN. Mark is a graduate from Oklahoma Christian University with a BS in Mechanical Engineering, as well as a licensed Professional Engineer in Pennsylvania. A native of Allentown, PA, Mark currently lives in York, PA with his wife Jennifer and his son Mason.

Fred Hammond – Program Chair

**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.



## Harrisburg Section 503 Newsletter, September 2011

**Please register by Wednesday September 7, 2010:**

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

### **DIRECTIONS:**

#### **From the East:**

Take Route 30 West to Toronita Street (last light before I83). Turn right at the traffic light and the hotel entrance will be the third entrance on the left.

#### **From the North:**

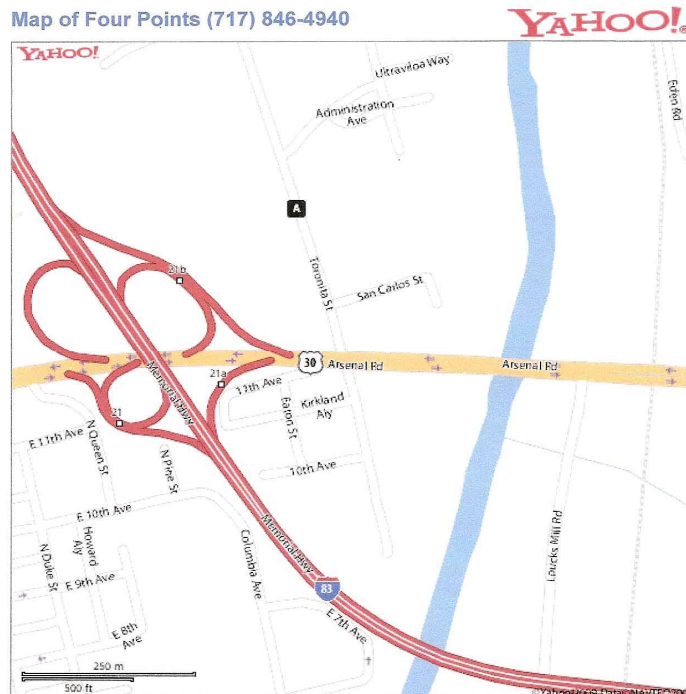
Take I83 South to Exit 21. Take Route 30 East to the first traffic light and turn left onto Toronita Street. The hotel entrance will be the third entrance on the left.

#### **From the West:**

Take Route 30 East to Toronita Street (first light after I83). Turn left at the traffic light and the hotel entrance will be the third entrance on the left.

#### **From the South:**

Take I83 North to Exit 21. Take Route 30 East to the first traffic light and turn left onto Toronita Street. The hotel entrance will be the third entrance on the left.



TRAINING OPPORTUNITIES



**DBS QUALITY MANAGEMENT INT'L**

894 Carriage Way, Lansdale, PA 19446 Ph: (215) 368-6266, Fax: (215) 393-4873, E-mail: deidradoc@aol.com

**ISO 9000/TS-16949/AS-9100/ISO 13485 Quality System Assessments, Development & Training**

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

**\*\*\*Now Accepting Credit Cards\*\*\***

**Fall 2011 Training Programs**

Dates	Course Description	Cost/Person
<b>1 Session:</b>  <b>October 13 &amp; 14, 2011</b>	<b>2 DAY ISO 9001:2000 Internal Auditor Training w/ 2008 Revision Review</b>  <b>Day 1 – ISO 9001:2000/2008 Training</b> <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> <b>Day 2 – Applying the Standard &amp; Auditing Techniques</b> Audit mechanics: 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	<b>\$550</b>  <b>NOTE: Cost for those who want to attend only the first day of training: \$350</b>
<b>3 Sessions:</b>  <b>September 23 October 28 December 2</b>	<b>1 Day SAE AS-9100C &amp; AS9101D Supporting Criteria for Aviation, Space and Defense Organizations Standard</b> 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	<b>\$450</b>
<b>Offered On-Site Public Training TBD</b>	<b>One Day Work Shop AS9101D Implementation Criteria; Application of SAE AS-9100C</b> 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.	Call for On-site Pricing Or Registration Form

**Principal Instructor:** Michael J. Dougherty, RABQSA/IRCA QMSLA, IAQG, CDMCAS, & 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 Summerytown Pike, Kulpville, 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**

Answer to this month's trivia question: The lawn mower, or as he described it: "machinery for the purpose of cropping or shearing the vegetable surface of lawns". So now you know who to thank. ;-)

**ASQ HARRISBURG 2011-2012 MEETING SCHEDULE**

DATE	SPEAKER	TOPIC	LOCATION
September 14, 2011	Mark Raschke, BAE Systems	US Special Operations Command (SOCOM) MRAP Vehicle: A successful application of quality process assurance for low quantity production at BAE Systems	York
October 12, 2011	Dr Alice Gobeille National Graduate School of Quality Management	At the end of the first decade of the 21 <sup>st</sup> century, what is the role of Quality?	Harrisburg
November 9, 2011	Dr. Don Dahlberg, Professor Emeritus Lebanon Valley College	Chemometrics without Equations - Using Principal Components Analysis for Root Cause Analysis	Lancaster
December 14, 2011	Christian Lancaster, St. Onge Company	Top Reasons for Failure in Supply Chain Projects, presented using the DMAIC process	York
January 11, 2012	William J. Sutton II, LEED® AP, Wohlsen 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, Elizabethtown College	Applying LEAN Tools to Improve the Bottom Line - A Senior Project	Lancaster
June 13, 2012	Reserved	Reserved	TBD