



Happy Autumn!



By Rita M. D. Lancellotta, B.S.,B.A.
Marketing Director

Happy Autumn! On behalf of QPS, a most sincere thanks to all of you for allowing us to work with you. QPS was formed in 1996 by President & CEO, Jay P. Patel, to provide consulting and training services in the areas of quality and productivity in addition to performance excellence business solutions. Our goal is to continuously strive to deliver quality consulting services as well as educational opportunities.

Over the past year, QPS has expanded its training and a few months ago, the QPS Institute was opened. Located in the vicinity of several major metropolitan areas – Providence, Hartford and Boston – the QPS Institute provides an opportunity to experience world-class training within driving distance. With new programs being created, new out of state training locations added and eLearning available, the QPS Institute continues to grow. Whether your interest is in Lean Six Sigma, Project Management, ISO or Supply Chain---we trust you will find your experience at the QPS Institute to be successful, beneficial and memorable!

EVENT CALENDAR - PAGE 2

QPS Joins Chamber
of Commerce:
Northern RI &
Marlborough.



MEMBER



QPS is now a member of the Chamber of Commerce. It is registered through the Marlborough Chamber of Commerce and the Northern Rhode Island Chamber of Commerce.

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"A customer is the most important visitor on our premises. He is not dependent on us. We are dependent on him. He is not an interruption in our work. He is the purpose of it. He is not an outsider in our business. He is part of it. We are not doing him a favor by serving him. He is doing us a favor by giving us an opportunity to do so." – Mahatma Gandhi

Did you know...



QPS is a MBE.

QPS is now a certified MBE, otherwise known as a Minority-owned Business Enterprise, with the certified business description "Providing Practical and Effective Consulting and Training Support in Improvement of Product, Service, Cost Performance or Systems." QPS is listed in the Supplier Diversity Office Directory of the Massachusetts Central Register. According to former Governor Argeo Paul Cellucci, "minority- and women-owned business provide ever-increasing value to our state's economy...by facilitating easier access to the various phases of state purchasing and contracting, SOMWBA is providing a valuable jumpstart to many of these business(es) which make up our state's fastest-growing business sector." Formally known as SOMWBA, the State Office of Minority and Women's Business Assistance is a professionally recognized entity that has contributed assistance in successful businesses throughout the years.



Event Calendar

Project Management

October 4-8 PMI Risk Management Professional RMP Certification Prep

October 11-15 PMI Scheduling Professional SP Prep

October 12-28 PMI Project Management Professional PMP Prep

October 12- November 24 **Advanced Project Management Leadership** *Become knowledgeable in the areas of Project Management, Risk Management, Program Management and Scheduling Management and get prepared for the Project Management Institute's medley of examinations - PMP, RMP, PgMP and SP! 4 certificates!*

October 25-29 PMI Program Management Professional PgMP Prep

Workshops – 1 day!

October 7 FMEA & Gauge R & R

October 12 Lean Six Sigma Management Overview

October 12 5S Visuals

October 13 Set Up Reduction / JIT

October 14 Lean Supply Chain

October 14 Standardized Work

October 18 Process Validation

October 21 Risk Management Analysis for Medical Devices-Pharm.

October 25 Outsourcing Management

Seminars & Courses

October 6-7 Basic Statistics Using Excel

October 12- 15 Champion Training

October 14-15 Certified Supplier Auditor

October 19-20 Medical Devices Regulations / QSR

October 25-26 Deploying ISO 9001 for Software

Organizations

October 25-27 Intermediate Statistics Using Minitab

October 27-28 Developing & Deploying ISO 20,000

October 28-29 Documenting & Implementing ISO 27001

Most Popular Programs

October 4-8 Lean Six Sigma Green Belt

October 4-29 Six Sigma Green Belt Certification & PMP Certification Prep

October 12-29 Project Management (PMP) Certification Prep Training

October 12-November 12 Management Certification

A combination of Lean Six Sigma Green Belt & Project Management (PMI-PMP) prep! 2 certificates!

October 12-December 3 Six Sigma Black Belt

Focus on Lean Six Sigma, both Green Belt & Black Belt! 2 certificates!

October 12-December 30 Master Expert Program

Know about Lean Six Sigma, Project Management & more in this customized program that allows you to choose! Lean Six Sigma Green Belt Certification, Six Sigma Black Belt Certification Training, Lean Experts Certification, Auditing to ISO or CQE Certification Prep, Project Management PMP Certification Prep or APICS Supply Chain Professional CSCP Certification Prep. 5certificates!

North East Quality Council

58th Conference

October 19-20, 2010

Seminars October 18, 21 and 22, 2010

4P's - People, Process, Project & Performance for a New Economy

Keynote Speakers:

John Bergeron

Director - Whole Life Engrg Directorate Raytheon Company

Stephen Wrenn

VP Corp. & Shared IT Services, CVS Caremark

Larry Acquarulo

Co-Founder & Co-CEO of PolyMedex Discovery Group

Bob Flaw

Chief Ignition Officer, Matchbox Group

To register, visit www.neqc.org

Jay P. Patel, President & CEO of Quality & Productivity Solutions & founder of the QPS Institute is chair of the North East Quality Council.



Event Calendar

2-day Workshops!

November 2-3 How to Implement Lean

November 3 - 4 How to Conduct Kaizen Workshop

November 8-9 Auditing to ISO 9001:2008, includes Process Auditing

November 9-10 Auditing to ISO 13485, includes Process Auditing

November 11-12 Auditing to ISO/TS 16949, includes Process Auditing



Most Popular Programs

November 2 - December 3 Management Certification

A combination of Lean Six Sigma Green Belt & Project Management (PMI-PMP) prep! **2 certificates!**

November 2 - December 17 Software Professional Development, Quality Management & IT Networking Program

3 certificates! - see page 4!

November 2-December 17 Advanced Project Management Leadership

Become knowledgeable in the areas of Project Management, Risk Management, Program Management and Scheduling Management. Be prepared for the Project Management Institute's medley of examinations - PMP, RMP, PgMP and SP! **4 certificates!**

November 2-December 17 Management Certification for Manufacturing Professionals Includes Lean Six Sigma Green Belt, ASQ CQE/CQA or APICS Supply Chain Certification Prep and ISO 9001! **4 certificates!**

November 2 - December 17 BIO Medical Certification

Covers Lean Six Sigma Green Belt, Regulatory Affairs (Medical Device Regulations, Risk Management, Process Validation), ISO 9001/ISO 13485 Auditing (24 hours) CQA/Bio Medical Auditing (24 hours) and Quality Engineering Statistics! **3 certificates!**

November 2 - December 30 Lean Six Sigma Black Belt Includes Green Belt & Black Belt! **2 certificates!**

November 2 - January 21 Master Expert Program

Know about Lean Six Sigma, Project Management & more in this customized program that allows you to choose! Lean Six Sigma Green Belt Certification, Six Sigma Black Belt Certification Training, Lean Experts Certification, Auditing to ISO or CQE Certification Prep, Project Management PMP Certification Prep or APICS Supply Chain Professional CSCP Certification Prep. **5 certificates!**

November 2 - February 4 Leadership & Management Development Program

Become knowledgeable in the areas of Project Management, Risk Management, Program Management and Scheduling Management. Prepare for the Project Management Institute's medley of certificates - PMP, RMP, PgMP and SP! **4 certificates!**

1-Day Seminars!

November 3 Value Stream Mapping

November 8 Implementation of ISO Quality System

November 8 Software Verification & Validation

November 10 Process Mapping & Process Management

Other Programs

November 1-12 Lean Six Sigma Green Belt

November 1-December 3 Certified Production Operator & Technician

November 1-December 3 Certified Inspector & Technician

November 1-December 3 Sales & Customer Service Analyst

November 1-December 3 Computer & Software Basics

November 1-December 3 Certified Quality Engineer or CSQE or CQE, Auditor and Manager - any 3 ASQ Certifications!

November 2-5 Lean Six Sigma Green Belt

November 2 -18 Lean Expert Certification

November 2 - 19 Lean Expert Certification with Lean Six Sigma Green Belt

November 3 - December 30 Six Sigma Black Belt with includes Lean Six Sigma Green Belt

November 9 APICS - Certified Supply Chain Certification Prep

November 8-12 Lean Six Sigma Green Belt

November 8 - December 1 Six Sigma Green Belt Certification & PMP Certification Prep

November 15 - 17 CGMP - Pharmaceutical Certification

November 15 - 19 FAST TRACK Project Management (PMP) Certification Preparation

November 15 - December 2 Project Management (PMP) Certification Training

Did you know...



The QPS Institute is

not far from Plymouth Rock.

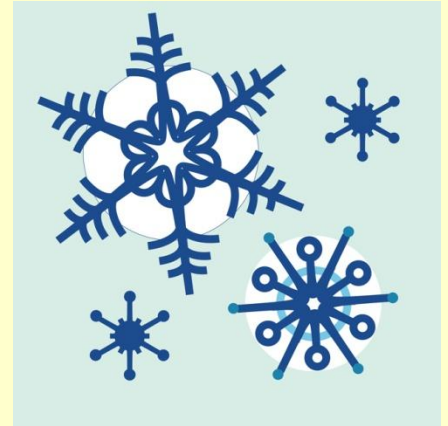
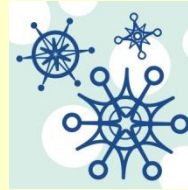
The QPS Institute is about a little over an hour away from Plymouth, MA. Plymouth is a town of historic importance in the United States of America--it's the landing place of the pilgrims back in 1620. Plymouth Rock is very popular this time of year!



Event Calendar

Seminars & Workshops

- December 6** Facilitating Groups / Team Management
- December 6-7** Design for Six Sigma
- December 6-7** Implementation & Auditing ISO 14001
- December 6-8** Design for Experiments Using Minitab
- December 6-10** Design for Six Sigma (DFSS) Certification - Transactional or Product
- December 7** Team Management
- December 8** Leadership & Change Management
- December 13-14** Implementing ISO 9001 for Service Industry



3 DAYS OR LESS

- ✚ HOW TO IMPLEMENT LEAN - 2 DAYS
- ✚ VALUE STREAM MAPPING - 1 DAY
- ✚ HOW TO CONDUCT KAIZEN - 2 DAYS
- ✚ 5 S & VISUAL CONTROLS - 1 DAY
- ✚ SET UP REDUCTION / JIT - 1 DAY
- ✚ CERTIFIED SUPPLIER AUDITOR - 2 DAYS
- ✚ OUTSOURCING MANAGEMENT - 1 DAY
- ✚ DEPLOYING ISO 9001 FOR SOFTWARE ORGANIZATIONS, 2 DAYS
- ✚ DEVELOPING AND DEPLOYING ISO 20,000 - 2 DAYS
- ✚ DOCUMENTING & IMPLEMENTING ISO 27001 - 2 DAYS
- ✚ INTRODUCTION TO QUALITY ENGINEERING, 3 DAYS

New Programs

Advanced Project Management Leadership *Become knowledgeable in the areas of Project Management, Risk Management, Program Management and Scheduling Management and get prepared for the Project Management Institute's medley of examinations - PMP, RMP, PgMP and SP! 4 certificates!*

Software Professional Development, Quality Management & IT Networking *Covers ASQ CSQE - American Society for Quality Certified Software Quality Engineer Preparation, Software Development Process and IT Networking or Project Management Professional Training Preparation for PMI - PMP 3 certificates!*

Leadership & Management Development Training Plan (Customized). *This consists of a series of courses, all which prepare you to be an expert in Quality, Business Improvement and Project Management in any type of manufacturing or service business. (Project Management Certification Preparation, Risk Management Certification Preparation, Certified Manager of Quality Preparation, Managing Teams and Supply Chain Professional or Operations Management) - 5 certificates!*

Winter is the time for comfort, for good food and warmth, for the touch of a friendly hand and for a talk beside the fire: it is the time for home. ~Edith Sitwell

Feature Article

The Importance of Metrics in Lean Six Sigma

by Jack Reardon

The basic premise in Lean Six Sigma is that **we don't know what we can't show!** I had a boss who often asked me, "*Tell me something I don't know.*" This was a CEO who had started the business from the ground up and took great personal pride in how things operated. He knew everything about his company; the problem was that when you did find something he didn't know about, he didn't believe it (or maybe didn't want to). This is what creating a six sigma process is all about. Thoroughly analyze a broken process and determine the root cause; make a determination and back it up with data. Lean Six Sigma is a data driven strategy that helps us make decisions based on real facts.

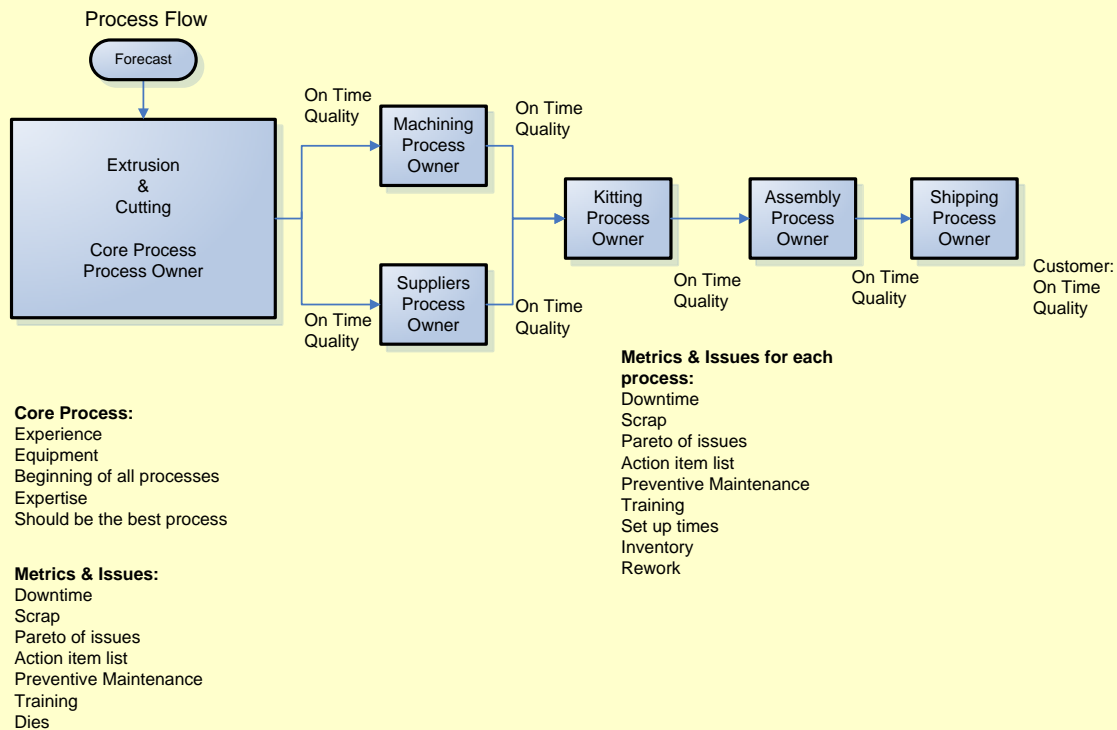
My mistake back then was that I had no data to show, partly because we had no data collected for much of what we did, so bits and pieces of data were all we had to use at the time. Only after I designed a good data collection system that pinpointed the root cause and supported what I was trying to say, were we able to move forward and get the resources needed to fix the problem. *Now* I had the tools to tell my boss 'something he didn't know' and back it up with real data, which made my findings more visible and difficult to dismiss. Real improvements started happening from then on.

How can you make this happen? First, determine the Core Process of the business; the reason for the business' existence. This process **NEEDS** to be the best in the business in order to be competitive. For example, if extrusion is my core business, then I expect that process to be perfect. This process starts everything and if it has problems, then there is trouble right from the start.

Map out the process and at every output step in the process; find out exactly what the customer of that output wants produced. Start with the external customer and find out what they want and when they want it. "*I want the item on time, (when you committed to supplying it) and I don't want any product errors.*" On time and defect-free become your CTQ's (Critical to Quality items) and are used to drive the new process. Be sure to establish metrics at every point in the process in order to determine how it is working at any given instant.

Metrics track the performance of any one step and quantify the results. If any output of this process is late, then the customer shipment will be late, unless monies are spent on overtime or premium freight; both of which are waste. Examples of some metrics used would be inventory and scrap. Because inventory has a direct effect on cash flow, cash is effectively sitting out there on the floor. Inventory levels are needed at every step because excessive inventory costs money. Many businesses don't track scrap and the causes of scrap; maybe they track what gets thrown away, but not why it exists. All metrics need to be maintained and monitored to ensure quality and delivery. The beauty of Lean Six Sigma is that it only allows what is being produced at a given point in the process; meaning because every process is Lean, there is no waste. It is amazing how many companies are not using all the available metrics that could potentially save thousands in wasted time and money. It may seem time consuming at first, but in most cases, the data is already there, just uncollected or unorganized.

Below is an example of a manufacturing process, its deliverables, metrics and issues at a glance.



Notice that every process step has a Process Owner. This is a critical rung in the improvement ladder; as someone needs to be responsible for making things happen and to answer when they don't. With metrics in place, the cause is addressed and finger pointing is unnecessary. Metrics allow you to look at the entire process and identify roadblocks or areas not meeting its goals. *Why was the job late?* If external customer on time delivery is 80%, where is the 20% late coming from and why? Ask the questions--

- a) Why are 20% of the orders late? *Because my supplier was late.* What is his data? 70% on time. Why was your supplier late? I don't know. Let's go ask them. Get to their root cause!
- OR
- b) Why are 20% of your orders late? Because my supplier was late. What is his data? 95% on time. So your supplier was only 5% late, why are you 30% late? *My machine broke down.* Why did your machine break down? *I don't know.* Are you doing Preventive Maintenance? *No, we don't have time.* Why don't you have time? *I don't have enough resources to everything I need to do.* Why don't you have enough resources? Why did you commit to deliver by these dates if you don't have the resources to meet the dates? *Those were the dates we had to meet in order to be on time at the customer.* But we weren't on time. And so on...

With the metrics we need in place, you are able to stop in the right place and ask the right questions of the right people. It may take awhile to get all the answers, but remember this is why it is called *continuous improvement*. For Lean Six Sigma, getting these answers allows for the allocation of resources to solve the problem and get this process to at least 95% on time. This has become one of many projects that Lean Six Sigma will solve to improve the overall Core Process.

Lean Six Sigma is a very positive and capable strategy that can be implemented by anyone. All that is needed is some training in lean tools and some data collection activities to start dramatic improvements. Case in point, I had an application review process in an insurance company that averaged 12 days. In two weeks, by using value stream mapping, creating measurable outcomes, and good data collection techniques, we redesigned and implemented the new process. It went from 12 days to a very consistent average of 1.1 days. There was a lot of waste in the process, the application itself was not very good, but by reviewing the data, we were able to shrink the application to only the information required and eliminate a huge backlog. Now the metrics of this process are updated every two hours, with the goal to complete everything received each morning. As applications are finished, the whiteboard is updated every two hours, and all employees can see exactly what needs to be done—adjusting their daily schedules to complete 100% of the applications by day's end. In addition to this, there is a Kaizen meeting every morning to review what happened the day prior.

"We don't need a supervisor to tell us what to do, we can take care of this ourselves."

This is exactly what they are doing, on their own. Supervisors and managers have little involvement in the process and now have time to do the other things they should be doing. Metrics are driving the process, which is what we want to happen. Our team eliminated the waste, walking, waiting and searching for information and made the application easier for the internal customer, to eliminate mistakes. The initial application error rate was 60%; now less than 1% and improving. Management has now implemented a guarantee to their internal customer of a three-day turnaround. At 1.1 days, the process is very capable of achieving this goal. In the Voice of the Customer review, a key requirement is to process the application as soon as possible, in order to get back to the external customer in a timely manner. Three days is well within what they considered as fast as possible. They are happy, the employees in the process are happy and nobody is working any harder; they are, in fact, working smarter.

The most important part of metrics is that they are visible for all to see and react to when needed. This is the key to the Toyota Production System; as soon as an error happens (process out of control or threshold exceeded), *stop the process and fix the problem*. In the application process mentioned above, they are updating the metrics every two hours to find out right away if there is a problem meeting the daily amount of applications, and taking steps to correct it right away, instead of waiting until the end of the day and to determine the goal was missed.

"Whoops! We missed the delivery date. Oh well, we'll try to do better next order." How long do you think customers are willing to put up with late deliveries? How many more times will they accept orders with defects? On top of that, late orders with defects! How long before they start looking elsewhere? Implementing Lean Six Sigma will help your business improve. Don't wait too late to find out that your best customer is willing to pay more for quality product delivered on time!

Jack Reardon is Vice President of Client Services for Quality & Productivity Solutions and he is an instructor at the QPS Institute. Jack possess over 30 years experience in the Quality and Business Improvements field. He is instrumental in documenting and implementing ISO systems for several companies and implementing several business improvement initiatives including ISO, JIT, Cost Reduction, Project Management, Lean Manufacturing and Six Sigma. He is a member of the American Society for Quality for over 12 years and an active member of the Worcester Section Executive Committee holding several positions including Chairman. He holds ASQ certifications such as Certified Quality Auditor, Provisional RAB Provisional Auditor, Certified Six Sigma Black Belt, and Master Black Belt. He is also certified in Project Management and DFSS. Jack graduated from Northeastern University with a Bachelor of Science in Business Management.

THE QPS INSTITUTE

225 Cedar Hill Street • Marlborough • MA • 01752

BOSTON

Massachusetts Training Location
15 New England Executive Park
Burlington, MA 01803

PROVIDENCE

Rhode Island Training Location
801 Greenwich Avenue
Warwick, RI 02888

HARTFORD

Connecticut Training Location
1224 Mill Street - Building B
East Berlin, CT 06023

CHARLOTTE

North Carolina Training Location
10225 Feld Farm Lane
Charlotte, NC 28210

CHICAGO


Illinois Training Location
303 W Algonquin Road
Mount Prospect, IL

We're on the Web!

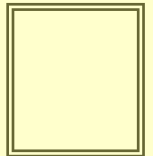
Visit us at:

www.qpsinc.com

Open House – Join Us!
Friday, October 8, 2010 @ 11am
at the QPS Institute!

 Quality & Productivity Solutions, Inc.

One Sunny Hill Drive
Oxford, MA 01540



Customer Name
Street Address
City, ST ZIP Code