



John D. Hromi Center for Quality & Applied Statistics

Newsletter

December 2016

Happy Holidays! We are holding our final classes of the year and scheduling 2017 offerings – it's never too late to plan ahead! Our popular Lean Six Sigma Certification programs will start again in January, while our Black Belt program will launch later in the year in online format. Stay tuned for timing! New offerings during the next few months include ISO 9001:2015 and Critical Parameter Management – see below.

If you prefer customized training at your site, contact us to discuss timing and pricing. Several organizations in your area may also be interested so you might consider building a quorum. Call Margi Ochs at 585-475-6113 to discuss your needs.

Farewell Greg! Greg Evershed, CQAS's Business Development Manager for almost 10 years, is retiring. Greg has been a mainstay of the Center, working with customers and planning programs. We wish him and his wife, Kathy, all the best as they begin their retirement. Greg will be here through the end of the year so feel free to drop him a note at greg.evershed@rit.edu.

Upcoming Offerings

Lean Six Sigma Yellow Belt Certification Training January 18 - 20, 2016, 8:30-4:30

Our acclaimed Lean Six Sigma Yellow Belt Certification program is a powerful workforce development activity structured around a core group of process improvement tools. During this highly-interactive program participants utilize the first four phases of the DMAIC process (Define, Measure, Analyze, and Improve) and work in cross-functional teams to solve job relevant problems through the application of Lean Six Sigma tools. The outcome is a set of recommendations from each team on an improvement strategy for consideration by management.

Lean Six Sigma Green Belt Certification Training January 19 - May 17, 2016 (Tuesdays), 8:30-4:30

Lean Six Sigma has become a significant force within organizations in all sectors to optimize processes and drive out waste. RIT's Green Belt training program provides the tools necessary to clearly define a problem, gather and analyze data and information, and implement improvements that can be sustained. The results have been outstanding, with many organizations reporting significant financial benefits, enhanced customer satisfaction, and reduce costs. The sessions are highly interactive and include classroom assignments and structured exercises. Participants also apply the tools to a project within their organizations. Benefits of green belt projects typically far exceed the cost of the program.

New Workshop! Critical Parameter Management February 8 - 10, 2017, 8:30-4:30

Critical Parameter Management (CPM) is a method that gives engineering, marketing, and manufacturing professionals a head start in planning successful product launches. CPM ensures that critical parameters are correctly specified early in the commercialization process and tightly linked to voice-of-the-customer (VOC). It promotes robustness to noises that arise during manufacturing, shipping, and use, and helps these parameters remain capable in the presence of noise. This three day, hands-on workshop is aimed at design and manufacturing engineers, project managers, and professionals in quality and marketing.

New Online Offering – schedule to be announced! Lean Six Sigma Black Belt Certification Training

CQAS's Black Belt training program is moving online! A keystone element our Lean Six Sigma program, Black Belt training builds on the lessons learned in our prerequisite Green Belt program. Each participant is required to complete a project that will continue beyond the training timeframe and directly benefit their organization. On average, Black Belt projects have returned \$50,000 or more in value to participants' sponsoring organizations and have provided immediate return-on-investment that is exponentially higher than the cost of the training program.

New Workshop – schedule to be announced! Overview of ISO 9001:2015

ISO 9001 has undergone significant changes with the 2015 revision, raising questions and concerns over the new structure, revised documentation requirements, and a variety of other changes needed to meet standard conformance. Adopting risk based thinking, understanding needs and expectations of interested parties, increased engagement of the senior leadership team with the Quality Management System, and promoting continuous improvement are some of the important changes.

This half day workshop will address key changes to the 2015 version of ISO 9001 and will discuss how to begin the process of conforming, to help organizations who are currently certified or in conformance with the 2008 version of ISO 9001.

Other workshops coming in 2017!

***For more information or to register, go to
www.rit.edu/cqas, or call us as 585-475-6990.***

What Makes RIT's Lean Six Sigma Programs Special?

- Programs are taught by **professional instructors**, including Black Belts and Master Black Belts, who have both academic and industry experience.
- Programs leverage **deep expertise** embedded in a major university. RIT's Innovative Learning Institute drives the implementation of best practices in teaching and learning into our classes and programs.
- Programs are based on **practical applications** of tools. All students must complete a project through the Control or Verify phase to be awarded the Certificate.
- Participants work on their own **real projects** during training to deliver **return-on-investment**.
- We serve a **broad set of customers** from a wide range of industries, both for-profit and non-profit, and from every functional area. CQAS has worked with hundreds of organizations and thousands of professionals to deliver significant value.
- **Each project is vetted** to insure an appropriate level of learning for the student. This helps to assure students, managers, and sponsors that projects are properly scoped and will be successful upon completion.
- Our instructors do not simply teach but are also **coaches** who provide on-going assistance through project completion.
- Students **learn from one another** through open dialog and sharing of progress on their projects.
- We offer **on-going support** even after belt completion. Students are welcome to contact our instructors for guidance.
- **Surveys** at the end of each session are collected and reviewed to identify in-process needs and improvement opportunities. Retrospective surveys ascertain how effective students are after returning to their home organizations.
- We offer **customized programs and consulting services** to fit the specialized needs of any organization. A wide array of topics and tools that can be tailored and integrated to address specific needs.

Have you used consensus lately?

Consensus is widely used to help groups make decisions in Lean Six Sigma. Consensus doesn't mean accepting an unattractive solution, which is common to voting over two options. Instead, groups that make decisions by consensus work to synthesize a hybrid solution that everyone finds acceptable. Consensus is a creative thinking process where the team considers positives and negatives and uses ideas generated to craft a proposal that serves a common vision.

Loosely speaking, we like to say that each stakeholder has been fully heard and everyone wins something. The sociologist L.A. Kaufmann has been studying consensus for years. A decision-making process advanced by the Quakers, we now use it quite frequently in Lean Six Sigma. Kaufmann gives each team member a fixed amount of time to state their case. Then, common elements are discussed and disagreements are captured, reducing the solution space to two alternatives. The team then tries to combine the two alternatives into a single solution.

Consensus is not about winning or losing but about bringing together the most creative ideas to form an even better solution. This method can be used any time a decision is required but is most common during Analyze and Improve in DMAIC. DMAIC/DMADV participants will find that Analyze, Design and Verify can benefit from consensus. It takes a bit more time but can yield more creative, better supported, and more robust solutions.

Try consensus when you and your staff need to make a tough decision. It takes practice, time, and an open mind. But, before long, you will use it without thinking.

Spotlight on J.N. White Designs

CQAS's partners come from all industries and many are located outside of the Rochester area. J.N. White, for example, is headquartered in Perry, NY, about 45 minutes south of Rochester. "Founded in 1960, J.N. White Designs' state-of-the-art production facility produces high quality printed products for both decorative and functional applications. From design to production, J.N. White Designs provides integrated, custom print solutions that best meet their customers' needs for custom printed products, component parts and subassemblies."

President Randy White holds his organization to high standards: "At J.N. White Designs, our number one value is *Advocating for the Customer*. We value our customers and do whatever it takes to both service and satisfy their needs. We ensure that customer interactions are enjoyable, efficient and effective. Our commitment to customer satisfaction is demonstrated by two of our goals:

- On time delivery performance of 99.5% or greater as defined by the customer; and
- 99.5% or greater acceptable first time shipments of product that meet the customer's specifications.

To help reach these aggressive targets, Mr. White and his management team reached out to CQAS for support through structured programs and consulting. He recognized that implicit to these goals is a need to lean the business and control waste, and transform J.N. White's culture into an empowered group of employees committed to the customer.

To date, eight employees have completed CQAS's Yellow Belt training while three others have completed Green Belt training and are working on projects to lean processes and reduce time to process custom orders. Five additional teams have completed PDCA training and are focused on a range of business issues from invoice processing to identifying and eliminating defective product. All of this work has been undertaken in 2016! Weekly conference calls with CQAS consultants helps ensure that all of these projects stay on track.

Mr. White is fond of saying, "Sometimes you work for the business and sometimes you work on the business." Waste targets have already dropped to single digits, while improvements identified by PDCA and Yellow Belt teams are in the implementation phase. Mr. White and his leadership team remain committed to changing the culture and continuously improving through Lean Six Sigma.

Why CQAS? Mr. White offers three reasons: a strong reputation, emphasis on project completion, and ongoing support after training classes are done. He was looking for more than training – he wanted a partner committed to their success. J.N. White employees have been pleased with their training and others are ready to make the trip to Rochester for the next program!

Please contact us for more information or to offer suggestions for the newsletter!

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