



# Hampton Roads Section



## Mission Statement

The mission of the Hampton Roads Section of the American Society for Quality is to promote interest in the quality profession within the local community and support the continued professional development of our members through education, networking and sharing of resources.

### In this Issue:

- ✚ Massimo Zanetti Beverage U.S.A. Plant Tour - 10/23/08, Review and Impressions by Mike La Dolcetta **p. 2**
- ✚ Let's Connect! - LinkedIn Group for ASQ Section 1114 **p. 3**

- ✚ Note from the Editor: Fascinating Times Like These Call for Great Quality Management **p. 3**
  - ✚ Another Note from the Editor: *W R Systems, Ltd.*, Gets ISO 9001:2000 Certified **p. 3**
  - ✚ The ISO 9001:2008 Standard for Quality Management Systems Is Here - *Now What?* **p. 4**
- Plus - Quality Tools, Books from ASQ, and More...**

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*To All Our Members and Volunteer Member Leaders - Thank You!*



## **MASSIMO ZANETTI BEVERAGE U.S.A. PLANT TOUR - 10/23/08**

### **Review and Impressions by Mike La Dolcetta**

I didn't know what to expect as I drove to the scheduled plant tour of Massimo Zanetti Beverage (MZB) in Suffolk. I was dutifully following the navigation instructions spoken to me by Yoda from my Tom-Tom GPS unit. Even before the ancient Jedi Master announced, "Reached your destination, you have." I knew I found the place. I really just had to follow my nose, since a powerful aroma of fresh roasted coffee permeated the air.

MZB is the company that you never knew makes all the coffees you know. Familiar brands like Chock full o' Nuts, Hills Bros, and Chase & Sanborn, just to name a few. They even make Harley Davidson coffee. Coffee has been a multi-generational passion for the Zanetti family, and Mr. Massimo Zanetti, the company's owner, is no exception.

The tour began with meeting the plant Director and his team in a conference room. Well spoken and friendly, they seemed a bit nervous at first about the request to tour their facility. Our spokesman Pete Johnson assured the team of our peaceful intent: ASQ's mission is in large part one of sharing information for the betterment of society. MZB is on a Quality journey of its own. They've been practicing Lean techniques for the better part of a year, and once they discovered some Six Sigma talent among our group, their interest in us perked up as well.

We donned our protective gear (eye and ear protection) and covered our hair with nets before leaving the conference room and entering the facility.

The first stop was the receiving area, where super-huge bags of unroasted coffee beans from all corners of the globe were off-loaded. From there, conveyor belts transported the beans to cleaners, and they were stored in giant hoppers before being custom blended and roasted (or custom roasted and blended, I don't recall the order--could be one of those "trade secrets.") Though the entire process was under direct control of machine operators, a computerized central control room provided monitoring, alerts, and soft controls of critical processes. Additionally, various employees were able to monitor events on networked PCs... all very impressive.

Next, the roasted and ground to specifications beans were transported to automated filler equipment where cans and bags of all sizes were used for the final product's packaging. Then they were unitized, palletized, and wrapped before being sent off to the shipping department.

The whole process was amazingly clean, efficient, and as long as everything flowed without error it was to a very large extent free of human contact. All along the way, quality checks were made on various characteristics such as package weight, bean moisture content, bean color, grind size, chaff, and vacuum seal strength and integrity.

As you can guess, the tour wrapped up with some sidebar discussions, and everyone received Chock full o' Nuts coffee to take home. That was good news for me, as I was down to my last can at home. Even though I grew up in The Big Apple, I never knew that "*New York's coffee since 1932*" is blended, roasted, ground, and packaged in Suffolk, Virginia!



#### **MZB U.S.A. Manufacturing Facility – Suffolk, VA**

Massimo Zanetti Beverage USA markets a series of brands, offering a wealth of quality and tradition.

Its headquarters in Suffolk, Virginia, are fitted with cutting-edge industrial equipment and a production plant that covers a huge area. The plant has a very high production capacity, making it almost unique in this sector.

The company also manages a rapidly expanding network of coffee houses, with two different franchising and licensing formats, under the name of Chock full o'Nuts and Segafredo Zanetti Espresso. These coffee houses can be found throughout North America and the Caribbean.

For more info, visit <http://www.mzb-usa.com>

**One of the top items mentioned by members who responded to our 2008 Section Feedback Survey was a desire to increase professional networking. To this end, we have set up a section group on the professional networking site [LinkedIn](#). You can join both LinkedIn and the section group for free, and share as much or as little about yourself as you wish.**

Our *LinkedIn* group is a great way for members to become familiar with who's who in both industry and expertise within our own local section, and expand your professional network. If you're already a *LinkedIn* member, just click on the link below. If you aren't, signing up is quick and easy at:

<http://www.linkedin.com/e/gis/138656/43DCF940DC85>

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**Note from the Editor:  
Fascinating Times Like these Call for Great Quality Management!**

Living through these fascinating times calls for an even greater emphasis on Quality – both Big “Q” and little “q.” Quality in all of its aspects, and in all industries! Taking it up a notch, we should see better planning for and much better managing of Quality in all human activity – and soon!

During the recent and still on-going financial and economic crisis, we, Quality buffs, realized that some industries have been managing neither their overall business Quality, nor their specific products and services quality. Some of us may have learned about this the hard way – I hope not too many in Hampton Roads have...

As you may have guessed, I am optimistic about the long-term outcome, but I realize we need to ensure the public at large is better informed there are professionals like us who can help right now, in the short term!

Quality professionals may have not been called upon in this crisis – sounds too familiar, alas. Yet, we should be the proactive ones to let the world know: We are here and we can help - now!

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**Another Note from the Editor: *W R Systems, Ltd.*, Gets ISO 9001:2000 Certified**

Let no one will think I am biased – normally, I am objective and fair, they say.

Just for once, allow me to share with you, friends, my joy as my company – *W R Systems, Ltd.* – became ISO 9001:2000 registered on December 19, 2008.

I believe we improved significantly during the years-long process of implementing our Quality Management System and preparing for the assessment. The whole process was conducted during and heavily interfaced with our normal operations, of course...

Everybody at WRSystems is happy, I have to say. Achieving this registration is tough...It might be helpful if my Director of Quality Hilary Benoit is able to come down from Fairfax, VA, to share more about the certification process with our ASQ Section and the Hampton Roads Quality community.

WRSystems is already shooting for the next big goal(s) – along with its constant #1 goal of providing excellent products and services, and consistently exceeding its customers' expectations!

## **The ISO 9001:2008 Standard for Quality Management Systems Is Here – Now What?**

*The 2008 version of ISO 9001 has been released to replace ANSI/ISO/ASQ 9001:2000. All requirements of ISO 9001:2008 are generic and are intended to be applicable to all organizations, regardless of type, size and product provided.*

### **News from ISO, 11/14/2008:**

#### **ISO published today ISO 9001:2008, the latest edition of the standard used by organizations in 175 countries as the framework for their Quality Management Systems (QMS).**

ISO 9001:2008 contains no new requirements compared to the 2000 edition, which it replaces. It provides clarifications to the existing requirements of ISO 9001:2000 based on eight years' experience of implementing the standard worldwide and introduces changes intended to improve consistency with the environmental management system standard, ISO 14001:2004.

All ISO standards – currently more than 17,400 – are periodically reviewed. Several factors combine to render a standard out of date, such as technological evolution, new methods and materials, new quality and safety requirements, or questions of interpretation and application. To take account of such factors and to ensure that ISO standards are maintained at the state of the art, ISO has a rule requiring them to be periodically reviewed and a decision taken to confirm, withdraw or revise the documents.

ISO/TC 176, which is responsible for the ISO 9000 family, unites expertise from 80 participating countries and 19 international or regional organizations, plus other technical committees. The review of ISO 9001 resulting in the 2008 edition was carried out by subcommittee SC 2 of ISO/TC 176.

This review has benefited from a number of inputs, including the following: a justification study against the criteria of ISO Guide 72:2001, Guidelines for the justification and development of management system standards; feedback from the ISO/TC 176 interpretations process; a two-year systematic review of ISO 9001:2000 within ISO/TC 176/SC2; a worldwide user survey carried out by ISO/TC 176/SC 2, and further data from national surveys.

ISO Secretary-General Alan Bryden commented: "The revised ISO 9001 results from a structured process giving weight to the needs of users and to the likely impacts and benefits of the revisions. ISO 9001:2008 is therefore the outcome of a rigorous examination confirming its fitness for use as the international benchmark for quality management."

ISO/TC 176/SC 2 has also developed an introduction and support package of documents explaining what the differences are between ISO 9001:2008 and the year 2000 version, why and what they mean for users. These documents are available on the ISO Web site.

Although certification of conformity to ISO 9001 is not a requirement of the standard, it is frequently used in both public and private sectors to increase confidence in the products and services provided by certified organizations, between partners in business-to-business relations, in the selection of suppliers in supply chains and in the right to tender for procurement contracts. Up to the end of December 2007, at least 951,486 ISO 9001:2000 certificates had been issued in 175 countries and economies.

### **Working Paper Harvard Business School Working Knowledge:**

#### **Quality Management and Job Quality - How the ISO 9001 Standard for Quality Management Systems Affects Employees and Employers?**

For full text of working paper, visit <http://hbswk.hbs.edu/item/6064.html>

Download the PDF. Nearly 900,000 organizations in 170 countries have adopted the ISO 9001 Quality Management System standard. This is a remarkable figure given the lack of rigorous evidence regarding how the standard actually

affects organizational practices and performance. David I. Levine and HBS professor Michael W. Toffel report on the first large-scale evaluation of how ISO 9001 affects workers, focusing in particular on employment, total payroll, average annual earnings, and workplace health and safety.

Published: December 11, 2008; Paper Released: August 2008; Authors: David I. Levine and Michael W. Toffel

### Executive Summary

Nearly 900,000 organizations in 170 countries have adopted the ISO 9001 Quality Management System standard. This is a remarkable figure given the lack of rigorous evidence regarding how the standard actually affects organizational practices and performance. Proponents claim that quality programs such as ISO 9001 improve both management practices and production processes, and that these improvements, in turn, will increase both sales and employment. Documenting and training proper work practices can also reduce potentially dangerous "work arounds," and thus could reduce the risk of workplace accidents and injuries. Some critics, on the other hand, point to the potential for quality programs such as ISO 9001 to be detrimental to employees by documenting work practices, resulting in routinization that may reduce skill requirements and increase repetitive motion injuries. This paper reports the first large-scale evaluation of how ISO 9001 affects workers, focusing in particular on employment, total payroll, average annual earnings, and workplace health and safety. Key concepts include:

Companies that adopt ISO 9001 subsequently grow faster in sales, employment, payroll, and average annual earnings than a matched control group. ISO 9001 adopters are also more likely to remain in business.

ISO 9000 adopters subsequently become more likely to report zero injuries eligible for workers' compensation. However, there is no evidence that a firm's total or average injury costs improved or worsened subsequent to adoption.

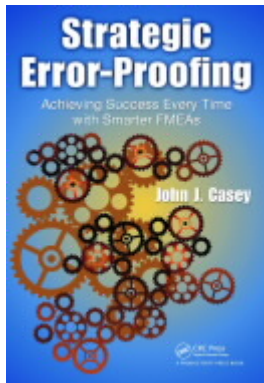
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### QUALITY TOOLS: Balanced Scorecard

**The Balanced Scorecard (BSC) is a strategic management tool that views the organization from different perspectives, usually the following:**

- **Financial:** The perspective of your shareholders
- **Customer:** What your customers experience and perceive
- **Business Process:** The key processes you use to meet and exceed customer and shareholder requirements
- **Learning and Growth:** How you foster ongoing change and continuous improvement

**Learn more about balanced scorecards and other quality tools and methods by reading "Bearing the Gift of Royal Performance Indicators" by Susan West Engelkemeyer and Richard Voos.**



## BOOKS FROM ASQ

### **Strategic Error-Proofing: Achieving Success Every Time with Smarter FMEAs Casey, John J.**

*Strategic Error-Proofing: Achieving Success Every Time with Smarter FMEAs* will teach you how to implement SET in your own facility. Succinctly addressing the shop floor realities and cultural challenges that can conspire to defeat even the best intentions, this indispensable volume -

Shows you how to integrate error-proofing devices into both planning and production phases

Identifies simple and strategic graphics to help management see improvements in elements that matter most, like safety and warranty claims

Outlines a method to measure the robustness of each operation as well as overall plant efficiency

Demonstrates how to seek out the needs of various device users, so as to evaluate the devices based on these needs

Helps you develop a library of standardized methods for solving your most common problems.

By following the proven advice offered in this book, your company will experience how the proper implementation of SET increases both employee and customer satisfaction, improves warranty claims, and raises profits. SET stacks the deck for your operations, so that success is not an option, but the only option.

**For CERTIFICATION EXAM DATES AND REGISTRATION DEADLINES, check [www.asq.org](http://www.asq.org)!**

## CAREERS IN QUALITY

Visit the ASQ Career Center at <http://careers.asq.org/search>. Users need to register to view the Career Development section. You can receive a FREE account at <http://careers.asq.org/careerdev/kb/detail>.

### **Check out the ASQ Women in Quality Network:**

<http://www.asq.org/communities/women-in-quality>

### **And the Minorities in Quality Network:**

<http://www.asq.org/communities/minorities-in-quality/index.html>

### **ASQ'S QUALITY INFORMATION CENTER: <http://www.asq.org/qic/index.html>**

Members may contact ASQ's Quality Information Center (QIC) to request research services. The QIC also can refer you to members in ASQ Divisions or Forums to answer industry-specific questions.

## QUALITY LINKS AND USEFUL RESOURCES:

[ASQ Section 1104](http://www.asqrichmond.org) - Website of the ASQ Richmond chapter <http://www.asqrichmond.org>

[ASQ Section 1128](http://www.asqtidewater.org) - Website of the ASQ Tidewater chapter <http://www.asqtidewater.org>

[Northern Shenandoah Valley](http://www.asqnsv.org/) - Website of ASQ Section 1131 <http://www.asqnsv.org/>

[ASQ's Main Site](http://www.asq.org) - For the career Quality Professional <http://www.asq.org>

[ASQ's Service Quality Division](http://www.asq.org/service) - Focuses on service quality <http://www.asq.org/service>

[ASQ Six Sigma Forum](http://www.asq.org/sixsigma) - Focuses on Six Sigma practices <http://www.asq.org/sixsigma>

[Hampton Roads Quality Management Communities](http://www.hrqmc.com) - Network and resources for regional professionals <http://www.hrqmc.com>

[INCOSE](http://www.hra-incose.org) - Website of the local chapter of the International Council on Systems Engineering <http://www.hra-incose.org>

[Quality Resources Online](http://www.quality.org) - Website for all things related to quality <http://www.quality.org>

[U.S. Senate Productivity and Quality Award for Virginia](http://www.spqa-va.org) - Website of the Virginia State Quality Award <http://www.spqa-va.org>

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***Have a Beautiful Winter Season 2008! ☺ Stay Tuned...***