

# HRQMC Forum – Benefits of Regionalism

## HAMPTON ROADS QUALITY MANAGEMENT COMMUNITY

10 September 2010: Regional development initiatives are by nature long term. Taking time to engage in such effort is costly no matter the eventual benefit. The HRQMC Continuous Improvement Community of Practice has developed an agenda to both take advantage of regional opportunities in the short term – to deal with Burning Platforms (immediate and severe issues) – and to support longer term economic development objectives.

### Intro

Mention regionalism and the first response is to deal with transportation, revenue sharing, major league ball team prospects, and the name “Hampton Roads.” Efforts to unify all of the divergent elements of our region have been in play for decades. The most common response for most initiatives is to point out that we need “some prominent funerals” before progress can be made! Municipal and corporate organizations are not the best tool for joint efforts. They execute well, but they don’t cooperate easily.

The Continuous Improvement community of practice has developed an agenda to address organizational needs and ways to generate regional support. The quarterly forum held on 10 September provided briefings on member programs as well as discussions on further regional outreach initiatives. Breakout sessions dealt with the concept of Regionalism – reviewing benefits and potential means of engagement.



Earl Industries Waterfront, Portsmouth

### Value of Collaboration: Earl Industries

Fred Pasquine, Continuous Improvement Deployment Champion at Earl Industries, briefed the Forum on *How Regionalism via HRQMC has Benefited Earl Industries*. He categorized the initiatives as:



- Stihl – Chain Saws and Blowers
  - The importance of 5S and visual tools
- Lifetouch – Pictures
  - The use of metrics
- Amadas – Peanut Combines
  - Product and material flow through a facility
- Norfolk Naval Shipyard
  - The slow process of changing culture
  - NAVSEA Lean Releases

1. Standard Training
2. Site visits
3. Regional Consultation

Earl’s growth from a start in 1985 to their present status as Master Ship Repair Agreement and Prime MS/MO Contractor for LANTFLT CVN and LPD-17 vessels was outlined.

Fred made the point that Earl’s success at winning major

repair contracts is in large part due to the training and consultations developed among contacts made through the HRQMC community.

## Regionalism

The concept of Regionalism was further discussed during breakout sessions at the Forum. Three noteworthy features of the economic scene were presented as basis for a new approach:

1. No longer can we compete based on natural resources
2. Political jurisdictions don't equate to economic regions – must control thru consensus
3. Regionalism is becoming more compelling as a development strategy.

In addition to Regions becoming more economically significant, there are two other circumstances that make them reason for focus:

1. Primary element of competitiveness/productivity improvement is the availability of talent-driven innovation.\*
2. The plan for regional economic development in [Vision](#) calls for implementation of various objectives, coordinated by Task Forces of professionals and executives.

This Perfect Storm of opportunity gives us the ability to influence performance and growth, such as experienced by Earl Industries, across Hampton Roads. Collaboration and support for process improvement can directly and significantly impact initiatives throughout our region.

Two other presentations were included in the Forum: one on DMAIC and the other: *Continuous Improvement Starts with 5 S*.

DMAIC (Define – Measure – Analyze – Improve – Control) and 5 S (Sorting, Straightening, Sweeping, Standardizing, and Sustaining) are models/tools that apply the strength of data and discipline to the initiative of deploying continuous improvement. The value they offer far exceeds the use normally seen in small projects of singular job centers. The tools can be applied to a wide spectrum of activities and a range of environments from shop to region.

At the end of the Forum key points were listed and several initiatives suggested for action. Particular note was made of the diversity of Hampton Roads culturally and professionally. It's a quality that gives our region great scope of resources and interests.

## Road Ahead – Regional initiatives

- Vision Support – Training and support for the Sector Task Forces
- Projects – 10 projects to establish Regional Continuous Improvement capabilities
- Networks – Knowledge Resource communications links focused on regional development issues

## Professional Societies of Hampton Roads Support

- Survey – Cultural profile of professional memberships
- Calendar – De-confliction tool

- Speakers – Collaboration among Societies to attract national reputation speakers

Copies of the briefing slides from the Forum are available on the Community of Practice web site:  
[www.hrgmc.com](http://www.hrgmc.com).

The next Regional Forum will be held on 27 January 2011 at the Northrop Grumman Newport News Shipbuilding VASCIC facility.

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*\*2010 Global Manufacturing Competitiveness Index, by Deloitte, Council on Competitiveness, June 2010*