



**In This Issue**

Upcoming Events | Message from the President  
Regional News: Call For Volunteers  
National News: Call For Nominees | Refer a Member  
ECA Shares Power of a Visual Workplace  
Innovation: The Voice of the Customer & the Squeeze Machine  
Employee Engagement: From the Heart – the Sur-Seal Approach  
Benefits of Corporate Membership  
Webinar Series | Refer a Member | Five Benefits to Hosting an Event  
AME's Spring Conference  
Northeast Region Board of Directors

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[www.ametoronto.org](http://www.ametoronto.org)

**October 21 - 25, 2013**

**Message from our New AME NE President**

Hello everyone! As the new President of AME NE I am extremely excited to be a part of a team that is going to make a difference in our communities, region and across the country! When I heard about the focus on People Centric Leadership, Innovation, Enterprise Excellence and Manufacturing as a Desirable Career, I couldn't wait to join the AME team to be a part of the movement. It is clearly an integrated Mission, Strategy and Vision that will drive success and growth in the manufacturing sector. My personal journey has included over 30 years at Raytheon, with the last 10 years spent as part of a leadership team that drove the transformation of manufacturing to operational excellence, and then propelled the larger business onward to enterprise excellence. Everything we did was focused on People Centric Leadership! I have witnessed first hand the power that this brings to an organization.

I look forward to meeting all of you at some point during our events and round tables! I would love to hear from you if you have thoughts, input or want to join our volunteer team as a participant in one or more of our activities. We must be aligned and focused on success. Keep in mind that you are a part of our network and that the stronger the network becomes, the more value we deliver to our member team. The more people we have rowing together, the more simple it will be to drive a culture of success! Our future is now!  
-- Ken Veducchio

**Upcoming Events**

Events	Dates	Location	Cost
Developing Leaders	March 6-8	West Point, NY	\$1,995
Member Appreciation Event	March 28	Braintree, MA	FREE
AME Spring Conference	April 15-17	San Antonio, TX	\$1,295
AME International Conference	October 21-25	Toronto, ON	\$2,699

To sign up for AME events, contact AME at 224-232-5980. To host an AME event in your area contact a Northeastern Region Director.

## UPCOMING EVENTS

### **FREE** Member Appreciation Event Planned at F1 Boston March 28<sup>th</sup>

The AME Northeast Regional Board of Directors cordially invites you to our free Member Appreciation Reception at F1 Boston, the indoor kart racing facility in Braintree, MA. As a thank-you to local AME members, the Northeast Board is planning an evening of fun and food on Thursday, March 28th. Join your local board members for Go-Kart racing, cocktails and hors d'oeuvres, and spend a little time networking with other local AME members. This is a great chance to learn how AME is aligning its strategy to revitalize manufacturing, socialize with the board of directors and fellow industry leaders, and offer your opinion about what the manufacturing industry needs! And best of all it is FREE to AME members (guests may attend for \$100/person).

So get ready to strap on your helmet, zip into a racing suit, and see which of your fellow AME members is first to the checkered flag! Please go to <http://www.ame.org/events/member-appreciation-reception-massachusetts> to register. Space is limited and the track is getting crowded, so sign up today!!

### **DEVELOPING LEADERS FOR TOMORROW – TODAY!**

March 6-8, 2013 | West Point, NY

AME is conducting a very special workshop at the home of leadership, the United States Military Academy at West Point. This workshop is designed to give insights into how to create the conditions for a team to win and win BIG! Specifically, practical methods will be reviewed for organizations to conceive, define, plan, implement, and measure Leader Identification, Training, and Development Systems so that they reinforce and sustain the transformation to excellence.

**LEARN MORE AT** <http://www.ame.org/events/building-leaders-tomorrow-today>

### **LEAN LEADERSHIP**

April 10, 2013—Walpole, MA

Lean Leadership is an essential tool for managers whose firms are embarking on a lean journey or who are already on their way. Participants will have the opportunity to identify and explore the concepts of Lean Leadership while providing a framework for assessing your Lean Leadership skills. This workshop will also cover a broad range of topics including Leader Standard Work, Leadership Development and Employee Engagement.

### **LEAN BRONZE CERTIFICATION EXAM PREPARATION COURSE**

June, 2013 Greater Boston Area—date and location coming soon!

A Lean Bronze Certification Examination prep course from AME, ASQ, SME and The Shingo Prize will be offered in the Greater Boston area in June. This two-day course is designed to prepare students to take and pass the Lean Bronze multiple-choice examination, the first step to Lean Bronze Certification. The exam will be offered on day 3 for those who sign up for it. Bronze level certification is the first level of the program's 3 stages of lean certification and is targeted to individuals in companies on the lean journey or who wish to achieve a recognized credential as a trained lean implementer at the tactical level.

For more information or to sign up for any of these events please visit <http://www.ame.org/regions/usa-northeastern>

## UPCOMING EVENTS

### *Other Local Learning Opportunities*

GBMP, a not-for-profit organization focused on lean and six sigma training and support services based at UMASS Boston, has the following upcoming events that may be of interest to AME NE region members.

Please click on the links indicated for further information or to sign up.



1. **DISCOVER! The Principles of Operational Excellence**

February 11-12, 2013 @ Gentex, in Dudley MA

This is the a 2-day Shingo Prize “introductory” class being taught in our area by an AME NE board member and Shingo Prize Examiner. Here’s the link:

<http://www.gbmp.org/component/content/article/74>

2. **AME/SME/SHINGO PRIZE/ASQ Lean Bronze Certification 2-day Examination Review Course**

followed by the administering/proctoring of the Lean Bronze exam. March 6-8, 2013 at Gentex, Dudley, MA, with the morning of Friday the 8<sup>th</sup> reserved for the exam for those who sign up separately to take it. Here’s the link: <http://www.gbmp.org/component/content/article/112>

3. **Six Sigma YELLOW BELT Course** – on March 5 and 12 at Optos in Marlboro, MA. This introductory course is really great for folks who aren’t sure if they want to commit to the 8 day/16 week six sigma green belt program. Yellow belt students get a basic introduction to six sigma plus tools and information they can use to help with smaller improvement projects. Here’s the link.:

<http://www.gbmp.org/component/content/article/187>



## REGIONAL NEWS

### Connecticut Brewery Event a Success!

On Monday January 21st AME Northeast held a Connecticut member appreciation event at Hookers Brewery in Bloomfield, CT. The food was good, beer tasty, and networking was fantastic! Everyone that attended had a chance to enjoy the evening's beer tasting and a very informative tour of the factory. It was an opportunity to network, learn and hear about AME's focus on People Centric Leadership, Innovation, Enterprise Excellence and Manufacturing as a Desirable Career. AME Northeast President, Ken Veducchio, was present and shared his thoughts on how members can all make a difference in creating a culture for success -- by caring about our people, understanding how everyone in the organization is important to its success, remembering why manufacturing is so important to our economy, and helping to create a fertile environment for delivering new opportunities in the world of manufacturing. Thank you to everyone who attended in spite of the snow! AME NE looks forward to our future success together!

### Calling all Volunteers!

The Northeast Region Board is currently comprised of a small but dedicated group of passionate volunteer Directors. The region, covering all of New England, would benefit from additional input and ideas from more areas within the Northeast to ensure that we are understanding and meeting all our customers' needs.

If you are someone who likes to get involved in manufacturing related activities, and/or are a lean practitioner in your organization, and you are willing to dedicate some time to working with an outstanding and professional team of volunteers, please contact the Northeast Region President, Ken Veducchio, ([kennethveducchio@comcast.net](mailto:kennethveducchio@comcast.net)) and let him know of your interest.

#### Looking for an Outlet for your Creativity and Marketing Skills?

The AME Northeast Board is looking for a volunteer to help out with marketing campaigns and regional communications plans. If you or someone you know can spare a couple of hours a week and would like to help the Regional Chair of Marketing shape marketing plans and content for the Northeast Region, we want to talk to you! Please contact AME Northeast Board President, Ken Veducchio, at [kennethveducchio@comcast.net](mailto:kennethveducchio@comcast.net). The role of the Marketing Chair is shown below to suggest the kinds of things additional volunteers can help with.

**AME Northeast Region Chair of Marketing** – The Chair of Marketing is responsible for developing and executing marketing campaigns to support program execution. This includes managing all external communications including: print and electronic collateral, newsletters, brochures, whitepapers, and PR releases, advertisements, social media and traditional media. The primary responsibility is to develop, implement, and evaluate the annual communications plan across the network's discrete audiences in collaboration with the other functional chairs. Lead the generation of online content that engages audience segments and leads to measurable action. Decide who, where, and when to disseminate information according to the marketing campaigns created by the strategy team. Put communications vehicles in place to create momentum and awareness as well as to test the effectiveness of communications activities. Manage the distribution of all print and electronic collateral. Track and measure the level of engagement within the network over time. Manage all media contacts. Mentor and lead team members responsible for advertising and social media. *Position requires an average 2-3 hour commitment per week.*

## ECA Shares Power of a Visual Workplace during January AME Event



Presenter John Uliano at an ECA Visual Management Board

Thanks to the generosity of host company Electri-Cable Assemblies (ECA) of Shelton, CT, a spirited group of AME members from Connecticut, Illinois, Kentucky and Massachusetts got the opportunity to learn how ECA, and neighboring company, HID Global of N. Haven, CT have created improvement cultures that leverage Visual Management as a foundation for their Lean success.

AME NE President Ken Veducchio kicked off the day and then turned it over to event hosts Glenn Golden, ECA VP Operations, Paul Murphy, Director of Operations for ECA, and John Uliano, Director of Operations, HID Global. These three seasoned operations professionals/presenters have successfully implemented lean in several organizations and spent the day generously sharing their collective knowledge of the power of visuals in the workplace. The day was light on PowerPoint and heavy on sharing experiences/lessons

learned, answering participant questions, and taking trips to the floor to “go see” many examples of how ECA uses passive, active and managerial forms of visuals within their plant.

While many examples of visual tools/methods were shared, the topic of greater interest to speakers and attendees alike was “what does it take to create a culture where visual methods and visual management will be embraced and valued by employees?”. Glenn Golden shared the acronym SABA to describe the process to create the desired attitudes in employees. He noted the need to start by establishing the right **S**tructures in the organization (such as a tool shadow board at the point of use), in order to drive the right **A**ctivities (using the shadow board allows us to be more productive because we have the right equipment handy), which in turn will promote the right **B**ehaviors (people will put the tools back so they are available for the next day’s work), and result in the kinds of **A**ttitudes (let’s do more 5S because it makes the job easier and we can be more productive) necessary to allow an improvement culture to flourish.

In discussing ways to get initial buy-in from employees for change/new methods like visuals, the ECA presenters talked about their focus on peoples’ “AGC level”, where A = Aggravation, G=Grief, and C=Confusion. They noted that if a tool or technique like visuals helps reduce one or more components of the “AGC level”, it is more likely to be accepted.

Another key point that was shared was the need to get people thinking about process instead of results. The ECA presenters indicated they support a focus on process thinking by using 3 interconnected methods: Leader standard work, Visual Controls and a Standard Accountability Process. Methods like regular tiered meetings at visual boards, gemba (“go see”) walks, targeted audits, and maintaining and acting upon a handful of meaningful metrics are components part of a wider lean system. The visual controls and visual management methods become key to capturing and sharing the right information to drive the right action at the right time in a strong lean system.



ECA Director of Operations, Paul Murphy, explains a visual scheduling board at a work cell.

An oft repeated message during the day was to keep visuals simple, keep information out in the open, and avoid the urge to store it in computers and ERP systems where only a few people can see it and/or it not easily accessible when needed.

A couple of final tidbits shared during the day were:

1. **“The 10 second sweep rule”**: The goal of a good visual is to make the status clear and understandable to the viewer in 10 seconds or less. If it takes longer, re-think the visual.
3. **“The Ugly Truth versus the Pretty Lie”**: a hand drawn chart with correct, up-to-date information that people actually use beats a pretty, out of date chart that no one cares about any day of the week. Take the old and/or unused visuals away!

### Information about ECA and HID Global:

**Electri-Cable Assemblies, Shelton, CT** – Has been on the Lean journey for over 10 years, and was a 2008 Recipient of AME Northeast Region Excellence in Manufacturing Award and a host of numerous Lean Events and Benchmarking Tours.

**HID Global, N. Haven, CT** – Has been on the Lean journey for over 7 years and is a recipient of various level Shingo Prizes.

--Pat Wardwell, AME NE Member

## INNOVATION: THE VOICE OF THE CUSTOMER & THE SQUEEZE MACHINE

Innovation and meeting customer requirements are key strategies for successful, agile organizations. Start with the premise that we want to provide value *as customers define it*. “Using lean concepts and tools, we can improve our service to customers as we innovatively develop products and services,” said Ken Rolfes, KDR Associates, Inc. He suggested building a collaborative environment in which a broad range of individuals and functional areas work together on new product development.

For example, a team of design and manufacturing engineers, clinicians, users, marketing specialists, and individuals from 12 companies participated in further developing the Squeeze Machine, using lean tools. The original Squeeze Machine, developed by Dr. Temple Grandin, helps to calm individuals with autism-spectrum disorders. The team’s objective: to develop a cost-effective design that will enable more potential customers to afford the finished product. This project was hosted by Therafin Corporation, a manufacturer.

“We wanted to show that more creative, customer-focused design work can be accomplished in a collaborative environment,” Rolfes said. “Participants were guided through the design process. We learned to speed our cycles of learning – create a design, build a model, try it out for better understanding and then modify it as needed. The resulting new designs meet customers’ and other stakeholders’ requirements.”

Real innovation comes from ideas that build on each other over time through interaction – something that companies need to do better. “We need to go to the gemba, learning directly from others about their challenges and then converting that knowledge into creative designs,” Rolfes said. “This Plan/Do/Check/Act (PDCA) allows people to ask questions and be open to ideas.”

The new Squeeze Machine prototype has been built and demonstrated. The current manufacturing cost estimate (\$1300 plus around \$100 shipping cost) for this lighter-weight model shaves more than 50 percent from the previous model’s cost. After benchmarking tests are completed, customer models will be tested at clinics. More information about this project is available in the *Target* Summer 2012 article, “Refining the Squeeze Machine.”

*Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications.*



New Squeeze Machine side view



## EMPLOYEE ENGAGEMENT: FROM THE HEART – THE SUR-SEAL APPROACH



Manufacturing executives striving to build employee engagement in overall improvement activities need to start close to home, with themselves. That's the opinion of Mick Wilz, vice president, enterprise excellence, Sur-Seal in Cincinnati, OH. "I believe you can't measure engagement," said Wilz. "It has to come from your heart. As a leader, you have to know who you are and about your own how these values are reflected in the ways you work with others on a day-to-day basis."

Listening to people -- making sure they know they have a place where they can speak and not be criticized for their ideas – tops the Sur-Seal executive's list of engagement activities. He recommends that leaders develop and share a personal honor code (<http://www.sur-seal.com/wp-content/uploads/2013/01/My-Personal-Honor-Code.pdf>). Among the basics of his honor code: Follow the Golden Rule; show care and respect for others, recognizing the value that they bring to the table; create an environment where it is OK to be different; be a good listener, keep promises and be accountable; when teaching, explain the process first, show them how, watch while they try it and then say thanks for a job well done; and leave a legacy by sharing tribal knowledge.

"People are not afraid of change; they are afraid of uncertainty," said Wilz. Communicating effectively about the "big picture" – how the company's performing against goals, future prospects, etc. – eliminates uncertainty. "Have goals and metrics," suggested Wilz. "Let people know where they stand and need to do today and also what they need to do to support the company's strategic plan."

Recognition and celebration build engagement as well. Wilz commented that posting achievement kudos and a "pat on the back" from management, lunches and other informal activities are great ways to show respect for employee contributions. Employees gain valuable feedback and recognition when their improvement suggestions are implemented and when customers or suppliers visiting the plant offer positive comments.

Added suggestions shared by Wilz: Thoughtfully follow through on questions from associates, work on modifying your communications skills if you are a dominant personality, discourage gossip and consider everyone an equal. Find ways for motivating associates to say, "This is the best place to work!"

Are your employees emotionally engaged in their work? A recent Gallup poll indicates that only 29% of surveyed workers consider themselves "engaged," while 52% report that they are "not engaged" and 19% are "actively not engaged." More survey information is available at the Gallup website [www.gallup.com/poll/150383/majority-american-workers-not-engaged-jobs.aspx](http://www.gallup.com/poll/150383/majority-american-workers-not-engaged-jobs.aspx)

*Editor's note: Join us at the AME San Antonio 2013 Spring Conference April 15-18 for inspiring "People, Processes and Partners" presentations and tours; check the website [amesanantonio.org](http://www.amesanantonio.org) for information and registration.*

*Lea Tonkin, editor, AME regional newsletters, is the president of Lea Tonkin Communications*

## Benefits of Corporate Membership

As a Corporate member all of your employees may attend AME events, including conferences and workshops at AME member rates. Five key contacts within your organization will become full AME members and receive the following:

- Access to the Benchmarking Community of Practice Query program and a website query library.
- Subscription to the award winning publication *Target* magazine and monthly online newsletter *Target Online*.
- Access to the website portal on AME.org for *Target* magazine and *Target Online* along with complete archives of both publications.
- Participate in monthly AME webinars for free.
- Online access to future benchmarking and lean assessment tools.

### Corporate Membership Options

#### Site Membership

A site is defined as a single physical location or campus with multiple plants/facilities within a short distance from each other. All employees at your site can attend AME events at the AME member rate. A one year AME Corporate Site Membership is only \$1,000. Multi-year discounts are also available.

#### Enterprise Membership

An Enterprise includes all of the corporation's facilities within North America. Each facility can identify 5 employees to become full members in AME and all employees can attend AME events at the AME member rate. A one year AME Corporate Enterprise Membership is only \$5,000. Multi-year discounts are also available.

**For additional information or to join:** Contact Robert Carlson, AME Business Development Manager at 224-232-5980, ext. 227 or [rcarlson@ame.org](mailto:rcarlson@ame.org).





## AME WEBINAR SERIES

Each month world recognized speakers will be making 1-hour presentations representing a wide variety of topics. Authors, Shingo Prize recipients, and thought leaders in their respective areas form the line-up of presenters. Webinars are very modestly priced at \$25 for members, \$50 for non-members and free for corporate members. The webinar series is just one way that AME is trying to increase the value it delivers to its members, and better fulfill its mission of “Share-Learn-Grow”. So gather up some colleagues at your organization and register for a webinar today.

The upcoming line-up includes:

- Making Materials Flow: March 7
- 10 Financial Secrets of Truly Lean Companies: April 9
- A3 Reports: Beyond Documentation: May 15

Go to <http://www.ame.org/webinars> for more details on these and other webinars scheduled through the end of the year.



## REFER A MEMBER

As an AME member you know that a strong community of professionals dedicated to enterprise excellence is at the core of our Association. But did you know that the best way to maximize your benefits within this network, is to expand it? When you serve as an AME ambassador, you not only help enhance the resources you need to excel in your career, you also help us make a stronger impact on our vital industry.

Learn more at <http://www.ame.org/refer-member>



## Five Benefits of Hosting a Regional Event

- 1 - As a host you can select the subject. Identify a “gap” in existing knowledge or Experience within your organization. AME will bring in a facilitator to teach the host participants as well as the other attendees.
- 2 - Hosting an application based event (e.g. a kaizen event) will provide the host company with tangible improvements in the selected area. Attendees from other companies will be valuable resources during the event to implement real change. AME will bring in a facilitator if required.
- 3 - Build your network of fellow Continuous Improvement and Operational Excellence professionals that will provide continued benefits long after the event
- 4 - Receive suggestions for improvement from attendees after a tour of the host facility
- 5 - Use the event as a “rallying point” for the organization to progress to the next level in your quest for Operational Excellence, or to reinvorate a stalled effort.

Value Stream Mapping, Lean Office, Pull Systems, TPM, TWI, Daily Visual Management – whatever the subject area - AME can help you close an existing knowledge gap. Contact Northeastern Region VP, Robert Burke, email: [rburke@vipgroup.us](mailto:rburke@vipgroup.us) to discuss the possibility of holding an event at your facility.

*“As a first time attendee to an AME regional event, I thought it (the Fres-Co event) was well worthwhile and I look forward to future events. There was a lot of great information to take back to my team and I look forward to working with them on some of the things that were discussed.”* -Chris Haycock, Production Manager, League Collegiate.



# AME **SAN ANTONIO** 2013 **SPRING** CONFERENCE

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**North American manufacturers find themselves at a crossroad.** Will the trend to manufacture offshore continue to grow? Or will we strive for the revitalization and bold growth of manufacturing in North America?

The AME **SAN ANTONIO** 2013 **Spring Conference** is focused on the Revitalization of North American Manufacturing.

**To revitalize our industry we must learn how to achieve enterprise excellence through innovation around our people, processes and partners.**

**Tour innovative locations** in the San Antonio area that showcase why manufactur-

ing in North America makes sense, such as Johnson Controls, Toyota Motor Manufacturing, Lockheed-Martin, Frito-Lay and Lancer Corporation, with more tours to be announced.

San Antonio will feature **6 keynote speakers.** Titans and pioneers of industry. Hear what they think about the current issues facing North American manufacturing. Our keynote speakers include:



**Harry Moser**  
 Founder, Reshoring Initiative

**Drew Greenblatt**  
 President,  
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**Kellie Johnson**  
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Enjoy **18 of the best practitioner-to-practitioner presentations.** Hear how others overcame their challenges, the failures they endured and revelations they discovered on their road to achieving and sustaining amazing gains.

Take part in any of the **16 highly informative workshops**, put on by world-leading experts in their field of excellence.

Join Us! **April 15-18** at the AME **SAN ANTONIO** 2013 **Spring Conference**  
**Marriott Riverwalk**,  
 889 East Market Street,  
 San Antonio, TX 78205

To **register** go to:  
[ameSanAntonio.org](http://ameSanAntonio.org)  
 or contact:

**Veronica Ceaser**  
 AME Conference Registrar  
 tel: 224-232-5980, ext. 223 or  
 email: [vceaser@ame.org](mailto:vceaser@ame.org)



FIND THE TIME TO **SHARE • LEARN • GROW** SM IN SAN ANTONIO



## AME Northeastern Region Board of Directors

### Got Ideas?

The Northeastern Region includes the states of Connecticut, Maine, Massachusetts, New Hampshire, Rhode Island, and Vermont. AME Northeast's board of directors is interested to hear your ideas for workshops, roundtable topics and other events that members in our region would like to participate in. We also welcome your questions about AME, membership, volunteer opportunities or upcoming events. We look forward to hearing from you! Your board members are:

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#### AME MISSION

Inspire commitment  
to enterprise  
excellence through  
shared learning and  
access to best  
practices.

#### AME VISION

Bringing people  
together to share,  
learn and grow.

#### CORE VALUES

- Volunteerism
- Continuous Improvement
- Integrity & Trust
- Engaging & Welcoming
- Practitioner Focused