

The Doorway

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GILL GOES FOD FREE

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A close-up photograph of a hand in a blue suit sleeve gripping a metallic, polished lever. The lever is angled upwards and to the left. The background is a soft-focus image of water droplets on a glass surface, with a blue sky and white clouds visible in the upper left corner. The lighting is bright, creating highlights on the metal and the hand.

Our world is an ever-evolving place. We've seen evidence of just how dramatically things can change in recent world news, shifting social standards and environmental occurrences. Whether real or perceived, society reacts to a variety of external stimuli with far-reaching cultural results.

There is no firm rule governing where dramatic change will come from, whether it be stark necessity or human imagination, yet it's almost always labeled innovative. We've seen recent examples of how impactful innovation can be going back through history.

In the 2012 Winter Doorway we reported how The Gill Corporation was incorporating 5S into our operations. 5S is a system derived from an early training program initiated in Japan after World War II. Post-war Japan faced an uncertain future making it necessary to radically alter their way of doing business. This came about via the Civil Communications Section (CCS) which was led by a group of business experts who were tasked with helping Japan rebuild. Their “improvements in four steps” program translated into Japanese as Kaizen Eno Yon Dankai. Kaizen became an industry- (and eventually, global-) altering way of operating which has evolved into what we term lean manufacturing today. This is an example of how necessity drove a group of business experts to develop a simple yet practical program that would revolutionize modern industrial history.

At The Gill Corporation, we’re familiar with innovation so we welcomed the opportunity to expand our 5S program under the guidance of a special group of change agents charged with implementing our new FOD program.

When The Gill Corporation formally introduced 5S (a system to help reduce waste and organize productivity by maintaining an orderly work environment, using visual elements to improve overall operational results) in 2012, it seemed sufficient to ensure our manufacturing plant and practices were clean, safe and efficient.

IMPORTANT FOD TERMS

Foreign Object (FO):

Any item that is foreign and does not belong in or on our product such as hair, fibers, oil, food, dirt, metal shavings, etc.

Foreign Object Debris (FOD):

Any debris that has invaded a product and could potentially cause damage.

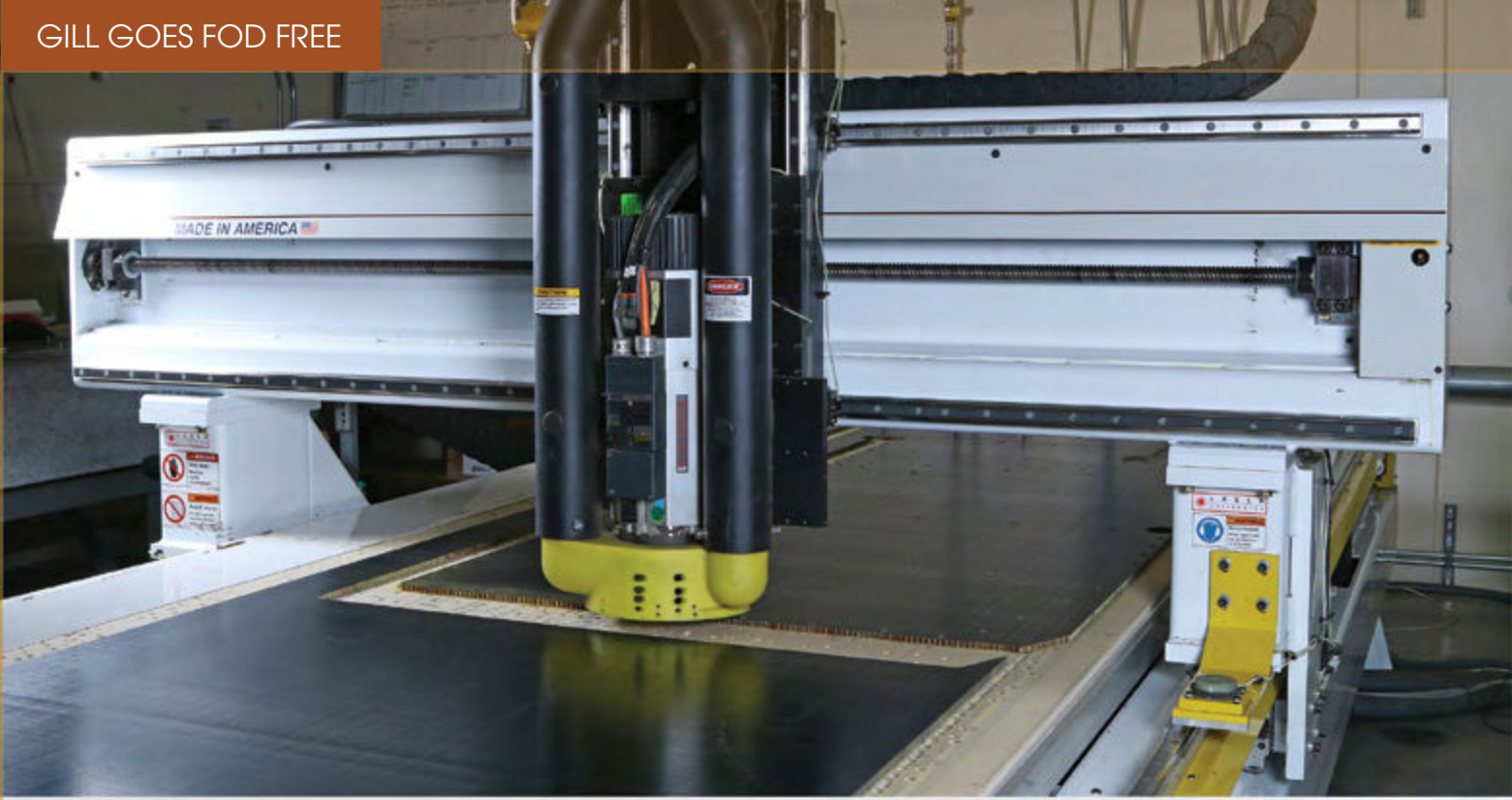


However, on July 7, 2015, Boeing Supplier Management notified its suppliers of new requirements with bulletin D6-85622 Rev New, posted on the Boeing Supplier Portal. This bulletin advised suppliers to establish and maintain an FOD prevention program in accordance with D6-85622, by Jan. 1, 2016

D6-85622 is a contract requirement with the first audit scheduled for Dec 20–21, 2016. As an award-winning Boeing Supplier of the Year with multiple contracts in place, our Director of Quality reacted immediately. She met with Chairman and CEO Stephen Gill and other senior management to approve and implement a plan to satisfy D6-85622.

Foreign Object Damage (FOD):
Any damage to a product that is caused by a foreign object(s). Usually results in scrap, rework, or regrade.

Foreign Object Elimination (FOE):
A planned effort to eliminate foreign objects (FO) and prevent migration into FOD-sensitive areas/processes/products.



The critical path to success would require The Gill Corporation to establish well-defined steps to implement an FOD Prevention Program (FODPP). The Quality Department outlined some essential elements contained in a robust FODPP.

- ◆ **FOD Awareness and Training** – Promote participation in FOD elimination and provide frequent training.
- ◆ **Material and Part Handling** – Move and store all parts and production tooling in a way that prevents all damage and corrosion.
- ◆ **General Housekeeping and 6-S** – Implement good cleaning practices as well as organization of parts, tools, and supplies.
- ◆ **FOD Reporting** – Know who to contact and what to do in an actual, or suspected, FOD event.
- ◆ **FOD Management** – Assign a person or people to be the FOD focal point.
- ◆ **Processes** – Use prevention, detection, and cleaning to eliminate process media and debris.
- ◆ **Tool Accountability** – Know where your tools are and the condition they are in.
- ◆ **Measuring Performance/Metrics** – Track FOD incidents and finding; use Root Cause and Corrective Actions (RCCA) to make improvements.
- ◆ **Communication and Feedback** – Display Posters or FOD Alerts in common areas so that all personnel are aware of FOD Risks.
- ◆ **Consumable Control** – Keep Consumables out of FOD-critical area and use them on a “take as needed” basis.
- ◆ **Hardware Accountability** – Know what you have used and how much should be left.
- ◆ **Personnel Control** – Identify FOD Control Areas, restrict tools and allowing only the required personnel access.

It quickly became clear this would require resources, leadership and a commitment from the top down to achieve success. Positions were created and key employees identified to form the FODPP committee. The FODPP committee would be led by the Continuous Improvement Manager with support by supervisors from Quality and Production, managers from Human Resources, Production, Quality Control, Process Engineering and Quality Engineering, engineers from Maintenance, Industrial and Quality and the directors of Manufacturing and Quality.

With so much manufacturing talent on board the real work began with a series of meetings to fine-tune what The Gill Corporation FODPP would involve. Besides reinforcing the existing 5S program, the corporation would gain the benefit of reduced scrap, rework and rejection processing costs currently associated with FOD. This was especially appealing to Stephen Gill, whose highest priority *after* providing a quality product and excellent customer service is to reduce scrap.

Armed with support from the top, the FOD team outlined a three-pronged program that would satisfy Boeing D6-85622 requirements and the initial audit and lay the groundwork for program compliance across all Gill companies.

Part one, FOD Prevention Program Implementation, was soon well underway with certain steps complete:

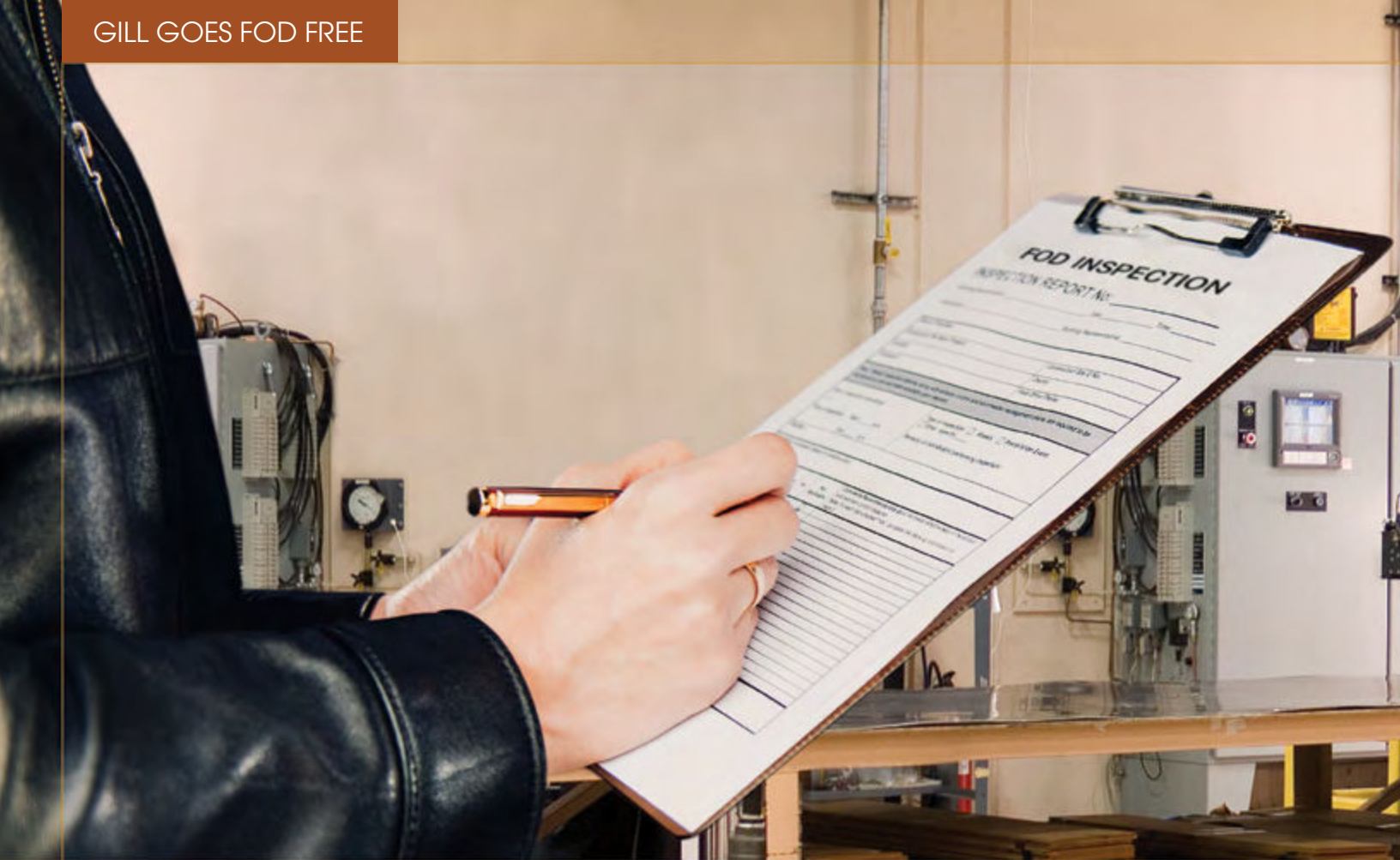
- Management Commitment (D6-85622, Section 3.2)
- FOD Prevention Leader
- FOD Prevention Committee
- Managers/Leaders (D6-85622, Section 3.2)



The next big step was to identify FOD Prevention Focals (a "point of contact" person). This is the "expert" who helps guide employees when they encounter FOD-related incidents, helps them document and report the FOD and ensures the FOD program is a success.

The FOD team agreed that The Gill Corporation would need to have a Focal for each shift, building and areas subject to FOD contamination. The Focals for our El Monte plant FODPP are the shift Leads.





With these first critical steps in place, it was time to perform the FOD Risk Assessment. A careful walking tour of the plant revealed a number of possible easily controlled FO (bugs, fibers, metal shavings, dust/pollen, wood chips, tape, chemicals, etc.) and a heightened awareness of environmentally generated FOD (UV rays, humidity, temperature, etc.).



Armed with an amplified understanding of FOD and a clear path forward, the FOD team published The Gill Corporation FODPP and launched part two of the three-pronged program: FOD Prevention Program Execution.

- ◆ Area Designation
- ◆ FOD Prevention Training and Awareness
- ◆ Clean-As-You-Go
- ◆ Housekeeping (5S/6S)
- ◆ Management of Consumables, Expendables, and Hardware
- ◆ Tool Management
- ◆ Material Handling and Packaging
- ◆ Identification and Reporting



The FODPP has a lot of “moving parts” but the real test of how well we designed and executed the program is our first Boeing Audit. The saying “practice makes perfect” couldn’t be more true than implementing the FODPP.

Our FOD team is performing random FOD audits using quality engineers, FOD Focals and by closely referencing a list of typical audit questions:

- 1** Are FOD-sensitive areas designated with signage and/or other visual markings?
- 2** Is access to sensitive areas controlled and are trained escorts available for visitors?
- 3** Are tools and supplies clean, inventoried and traceable in sensitive areas?
- 4** Are floor and ground surfaces swept on a regular and an as-needed basis?
- 5** Do all personnel practice “Clean-As-You-Go” as a routine part of their duties?
- 6** Is sweeping, cleaning and disposal equipment adequate and in good working order?
- 7** Do you have a formal and documented FOD control and training program?
- 8** Are FOD incidents documented, investigated, and evaluated for corrective procedures?

As The Gill Corporation gains confidence and greater familiarity with the FODPP, we will focus on the final section of the three-pronged program: Prevention Program Management.

- FOD Process Assessments
- FODPP Performance Measures



The Gill Corporation's FODPP is a welcome addition to our existing 5S program guaranteed to improve our manufacturing practices and reaffirm our commitment to innovation.



THE GILL CORPORATION

4056 Easy Street, El Monte, California 91731

phone: 626 443-4022 fax: 626 350-5880

email: info@thegillcorp.com



Alcore, Inc.
Lakeside Business Park,
1502 Quarry Drive
Edgewood, Maryland
21040 USA
phone: 410 676-7100
fax: 410 676-7050
email: sales@alcore.com
Alcore Overnight
Expedited Delivery
email: overnight@alcore.com
Alcore does not sell sandwich
panels. Contact The Gill Corporation
for these products.



Alcore Brigantine, Inc.
Route de l'Aviation
7, allée Etchecopar
64600 Anglet France
phone/téléphone:
+33 (0) 5 59 41 25 25
fax/télécopie:
+33 (0) 5 59 41 25 00
email: sales@alcorebrigantine.fr



The Gill Corporation Europe Ltd.
23 Enterprise Road,
Balloo Industrial Estate South
Bangor Co-Down
BT19 7TA, N. Ireland
phone: +44 (0) 2891 470073
fax: +44 (0) 2891 478247
email: sales@insoleq.co.uk



Castle Industries, Inc.
of California
601 South Dupont Avenue
Ontario, CA 91761-1502 USA
phone: 909 390-0899
fax: 909 390-0898
email: info@castleindustries.net

www.thegillcorp.com

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AND SHOULD BE RECYCLED

Trivia



- The first New Year was celebrated 4,000 years ago by the ancient Babylonians.
- More vehicles are stolen on New Year's Day than any other holiday (the National Insurance Crime Bureau revealed).
- The top three places to celebrate New Year's Eve are Las Vegas, Disney World and, of course, New York City. Internationally, one of the biggest celebrations is in Sydney, Australia. More than 80,000 fireworks are set off from Sydney Harbor Bridge.
- The Times Square New Year's Eve Ball was first dropped in 1907 after there was a fireworks ban. Back then, a 700-pound ball embellished with 25-watt bulbs made of iron and wood was dropped. Now, however, it weighs 11,875 pounds, is 12 feet in diameter and is adorned with 2,668 Waterford crystals. The tradition has continued in Times Square, except for in 1942 and 1943. The ball was not lowered because of wartime restrictions.
- In Italy, people wear red underwear on New Year's Day to bring good luck all year long.
- In Colombia, Cuba and Puerto Rico, some families stuff a large doll, which is called Mr. Old Year, with memories from the past year. They also dress him in clothes from the outgoing year. At midnight, he is set ablaze, thus burning away the bad memories.
- In ancient Rome, the New Year began on March 1.
- The traditional New Year's song "Auld Lang Syne" means, "times gone by."
- The top ten resolutions are usually to lose weight, eat more healthily, exercise more, stop smoking, stick to a budget, save money, get more organized, be more patient, find a better job and to just be a better person overall.
- Using a baby to signify the New Year began in ancient Greece around 600 B.C.

THE FUNNY SIDE

What did the Tin Man say when he got run over by a steamroller?

"Curses! Foiled again!"

How many seconds are there in one year?

12: January 2nd, February 2nd, March 2nd, April 2nd, May 2nd, June 2nd, July 2nd, August 2nd, September 2nd, October 2nd, November 2nd, December 2nd.

How many bananas can you eat if your stomach is empty?

Just one—after that, it's not empty anymore.

What do you call a bear without an ear?

A "b."

What are two things you wouldn't eat after waking up?

Lunch and dinner.

Why did the boy throw a bucket out the window?

He wanted to see the waterfall.

Why did the boy throw butter out the window?

He wanted to see the butterfly.

Why did the boy throw his watch out the window?

He wanted to see time fly.

What do pandas have that no other animal has?

Baby pandas!

Why can't someone living in Maine be buried in Florida?

Because he's still living!

I have a head but no body, a heart but no blood. Just leaves and no branches, I grow without wood. What am I?

Lettuce!

What is easy to get into, but hard to get out of?

Trouble.