

Cape Canaveral, FL | March 11 to 12, 2025

32nd Annual
cqsd1

Collaboration on Quality in the Space and Defense Industries Forum

Building and Sustaining Resilience in Quality...

*navigating the workforce,
customer experience, supply chain,
and critical skills needed.*



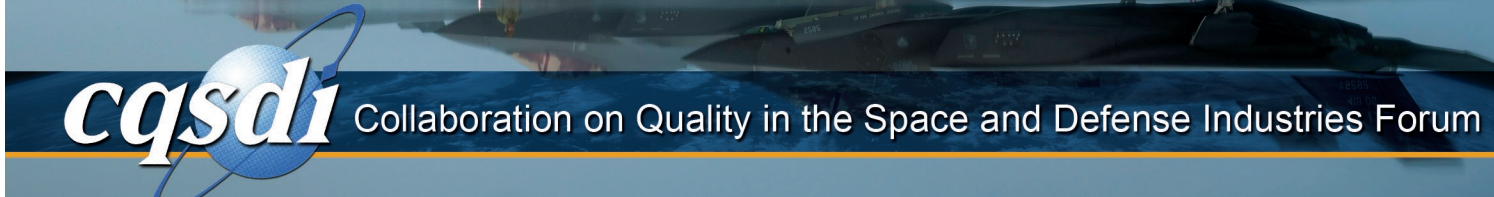
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National Aeronautics and Space Administration,
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Aviation, Space &
Defense Division
Excellence Through Quality™



Building and Sustaining Resilience in Quality...

*navigating the workforce, customer experience,
supply chain, and critical skills needed.*

March 11-12, 2025 | Radisson at the Port

8701 Astronaut Boulevard, Cape Canaveral, FL
800-333-3333 or 321-784-0000

Sponsored by the
ASQ Aviation, Space & Defense Division

Supported by the
National Aeronautics and Space Administration (NASA),
Department of Defense (DoD),
Missile Defense Agency (MDA),
and Defense Contract Management Agency (DCMA)

This forum will be your most important and rewarding professional experience for 2025! It includes keynote and featured speakers, panel presentations, and workshops. Government and industry leaders will discuss the latest policies and practices that will directly affect your organization.

Format for 2025 includes different training/workshops in parallel with the panels. All participants will be able to attend the keynote and featured speakers, but for the workshops, attendees would need to select either a panel discussion or the parallel training session, as they are concurrent sessions.

Re-certification Credits from ASQ will be issued for this event. Please save a copy of your attendee badge as proof of attendance.



**Aviation, Space &
Defense Division**
ASQ Excellence Through Quality™

CQSDI Committee

**CQSDI Executive Planning Committee*

***Phil Montag**, KBR (CQSDI Chair)
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***Jerri Ji**, Sterling Quality Management (ASQ ASD Div. Past Chair)
***Ed Jopson**, CQSDI Past Chair
***Mike Swenson**, ASD/CQSDI Past Chair
Arnold Baldwin, NASA Johnson Space Center
Craig Bennett, DCMA
Don Brandl, NASA Safety Center
Chris Brust, DCMA
David Campbell, NASA Goddard Space Flight Center
Doug Cartney, Northrop Grumman (Industry Co-Chair)
Stephen Cassman, Lockheed Martin
Olga Ceritelli, Show Me Quality Consulting (SMQC)
Pete Checklick, NASA (Retired)
Paul Chiodo, Universal Technical Resource Services
Ashley Chonko, Boeing
Lisa Fenton, Past Industry Co-Chair
John Fordyce, RTX
Bill Harris, MDA
Yvette Harris, e4ssolutions LLC Consulting
Michael Kelly, NASA Safety Center
Alexander Lule, Northrop Grumman
Shannon Marsh, Show Me Quality Consulting (SMQC)
Gerard Pearce
Amy Peters, Northrop Grumman
Rob Pollard, BAE Systems
Rick Roelecke, BAE Systems
Greg Romans, MDA
Amber Rowson, Show Me Quality Consulting (SMQC)
Brian J. Tenney, Lockheed Martin Aeronautics
Clementine Uwineza, RTX
James Wade, Engineering & Mission Assurance Leader
Michael Walker, Boeing
Nicole Wendt, Northrop Grumman
Fred Williams, SQA

Message from the Chair

Welcome to the 2025 CQSDI



Phil Montag

VP, Human Performance and Research Division, KBR
(CQSDI Chair)

Welcome everyone to CQSDI 2025! This is our 32nd year of providing this forum as an opportunity for professionals across the spectrum of industry and quality to engage and collaborate on our ever-evolving world of Quality.

This year's event theme is **Building and sustaining resilience in Quality... Navigating the workforce, customer experience, supply chain, and critical skills needed**. As quality professionals, we must always be forward leaning, trying to predict what could happen and preventing and mitigating the risks. Our focus on Quality and the associated tools/processes we implement must be resilient. And as our theme captures, there are many elements to Quality that we must consider beyond product quality. The workforce, the customers, the material sources, and the evolution of the skills needed are all critical to sustaining resilience. This year's program is designed to provide valuable insights into many of these areas, with Panels and Workshops on recruitment, retention, and engagement of early career and experienced career individuals in Quality. We also address ongoing challenges and mitigation strategies for Supply Chain and impacts of changes to the Quality Standards we all live by. We also address an important aspect of Quality in every organization, and that is Culture.

Also with our 2025 program, the committee is proud to bring some wonderful keynote and featured speakers representing NASA, Space Force, Missile Defense, DCMA, and senior leaders from corporations. Our program is designed to provide

a nice mix of speakers from a broad portfolio of industry. Please familiarize yourself with the program to map out how to get the most out of the next two days.

In our planning for this year we anticipated that the buzz around the new administration in Washington along with pending Executive Orders and initiatives such as the DOGE, we pondered how it will impact Quality and our collective ability to ensure Quality within our environments. Given that the specifics of all this were unknown as we were putting our event together, we encouraged our speakers, panelists and workshop leaders to keep abreast of these changes and practice some agility in preparing the content for their sessions. We fully expect that this year we will have much lively and enlightening interactive discussion!

I sincerely appreciate all of you who have made the trip to participate in person and hope you each take this opportunity to connect with old friends and make some new ones. As we did in 2024, we are fortunate to be followed by the NASA Quality Leadership Forum, which CQSDI participants can attend at no cost.

As always, our intention is to provide a forum for leaders and professionals across our dynamic work environments to collaborate and learn how your colleagues are adapting to the challenges we are all facing. I am most fortunate to have a strong committee of professionals supporting me to make this event happen. Take a moment to look inside the cover of this program to see the exceptional members of our CQSDI Planning Committee. If you have any questions, feel free to ask them or provide direct feedback on your experience. We continue to incorporate your input into this event and look forward to receiving your feedback over the next two days.

7:00 - 8:00am Registration/Continental Breakfast

8:00 - 8:15am Welcome and Opening Remarks

Belinda Chavez, Operations Manager, KBR, (ASQ-ASD Division Chair)

Phil Montag, VP, Human Performance & Research Division, KBR, (CQSDI Chair)

8:15 - 8:45am Keynote Speaker: Harmony Myers, Acting Deputy Chief, NASA OSMA

8:45 - 9:15am Featured Speaker: Tom Allen, Managing Director of Quality Systems, Alaska Airlines

9:15 - 9:30am Break

9:30 - 11:45am Session 1 (Attend a Panel or Workshop)

● **Session 1 Panel**

What Organizations are Doing to Retain/Grow the Quality Workforce to Achieve Quality Objectives/Requirements

Amy Peters, Sr. Director of Safety & Mission Assurance, Northrop Grumman, (Panel Moderator)

Nathan Miles, Sr. Director of HR, KBR

Kevin Sheahan, Director of MAR Team, QS Directorate, MDA

Paul Moreno, Executive Director of Quality & Mission Assurance, Naval Power, Raytheon

● **Session 1 Workshop**

Government Perspective on Partnering with Supply Chain

John Cardone, Director of Verification, QS Directorate, MDA

E.J. Bice, Program Integrator, DCMA

Whitney Taylor, Materiel Readiness Supplier Audit Program Manager, NAVSEA

11:45 - 1:00pm Lunch

1:00 - 1:30pm Luncheon Keynote Speaker: Sonya Ebright, Deputy Director, DCMA

1:30 - 1:45pm Transition to General Session

1:45 - 2:15pm Featured Speaker: Lindsay Muth, VP of Quality & Mission Success, Lockheed Martin

2:15 - 2:30pm Break

2:30 - 4:45pm Session 2 (Attend a Panel or Workshop)

● **Session 2 Panel**

Embracing the Future: Helping Your Organization Transition to Proven QA Best Practices for Greater Benefits

Craig Bennett, Acting Director of Quality Assurance, DCMA, (Panel Moderator)

Brian Tenney, Director of Sustainment Quality, Lockheed Martin

Rick Roelecke, Sr. Engineering Manager, BAE Systems

John Fordyce, Director of Corporate Quality, RTX

Doug Cartney, Corporate Director of Quality & Mission Assurance, Northrop Grumman

Eric Jefferies, President, IAQG

Tim White, VP of Engineering & Technology, AIA

● **Session 2A Workshop**

Quality Early in Product Development Using Novel Approaches with Non-Traditional Quality Tools

Jason Cook, Sr. Scientific Technical Manager, Chief of Staff, U.S. Army DEVCOM Armaments Center

Paul Chiodo, VP Quality Engineering, UTRS

● **Session 2B Workshop**

Developing a Successful Supply Chain Risk Management (SCRM) Strategy:

SCRM Mindset, Impactful SCRM Framework and Identification of Program-Focused Risk Factors

Jennifer Fischer-Darby, SES/SMA Group Supervisor, JHU/APL

Shannon Marsh, Deputy Program Manager, Supply Chain Management Senior Consultant, SMQC

Yessica Hernandez, OSMA Quality Engineering Lead, NASA JSC

5:00 - 7:00pm Networking Reception

Sponsored by: **ASQ-ASD, Northrop Grumman, and Deltek**

7:00 - 8:00am Registration/Continental Breakfast

8:00 - 8:15am Welcome and Opening Remarks

Phil Montag, VP, Human Performance & Research Division, KBR, (CQSDI Chair)

8:15 - 8:45am Keynote Speaker: Kevin Lowdermilk, CEO/CFO, Vaya Space

8:45 - 9:15am Featured Speaker: Ann Over, President, AR NexGen

9:15 - 9:30am Break

9:30 - 11:45am Session 3 (Attend a Panel or Workshop)

● Session 3 Panel

Discussion of Industry Benchmarks and Shared Best Practices from the Aerospace Industry Association (AIA) Quality Assurance Committee

Doug Cartney, Corp. Dir. of Quality & Mission Assurance, Northrop Grumman, (Panel Moderator)

Tim White, VP of Engineering & Technology, AIA

John Fordyce, Director of Corporate Quality, RTX

Tracey Lockhart, Sr. VP of Quality Defence, Rolls Royce

Rick Roelecke, Sr. Engineering Manager, SMS, BAE Systems

Patrick Candelaria, Mission Assurance Manager, SMS, BAE Systems

Brent Lewis, Sr. Principal Digital System Engineer, SAIC

● Session 3 Workshop

Root Cause and Corrective Action Process:

Integrating Non-Quality Employees, Recognizing Bias and Tools

Nicole Wendt, Quality & Mission Assurance Manager, Northrop Grumman

Olga Ceritelli, Quality Assurance & Auditing Professional, SMQC

11:45 - 12:30pm Lunch

12:30 - 1:00pm Luncheon Featured Speaker: Mike Wadzinski, QS Director, MDA

1:00 - 1:15pm Transition to General Session

1:15 - 1:45pm Featured Speaker: John Steinmeyer, Director of Engineering, Assured Access to Space, Space Systems Command, U.S. Space Force

1:45 - 2:00pm Break

2:00 - 4:45pm Session 4 (Attend a Workshop)

● Session 4A Workshop

Balancing Digital Evolution with Touch Labor (On-site Staffing Challenges with Desire/Requirement to Work Remotely)

Billie Gormley, Director of Operations Quality, Raytheon

Maytelin Herrera-Batista, Quality Auditor, Sr Staff, Quality Audit & Integration, Lockheed Martin

Rob Zifer, Director of Corporate Supplier Quality, Northrop Grumman

● Session 4B Workshop

Past, Present, and Future From a Young Quality Professional

Lindsey Shaw, Associate Director of Quality & Mission Assurance, RTX

Christine Chavez, Graduate Student, University of Mississippi

Haedyn Buchanan, Quality Assurance Specialist, Space Dynamics Laboratory

Michael Castellanos, Quality Engineer, Northrop Grumman

Kruthiik Majeti, Graduate Student, University of Central Missouri

● Session 4C Workshop

Leveraging the Interrelation of Quality and Safety to Achieve an Effective Culture

James Wade, Engineering & Mission Assurance Leader



8:00 - 8:15 am

Welcome & Opening Remarks**Belinda Chavez**

Operations Manager,
KBR (ASQ-ASD Division Chair)

Phil Montag

VP, Human Performance and Research Division,
KBR (CQSDI Chair)

8:15 - 8:45 am

Keynote Speaker**Harmony Myers**

Acting Deputy Chief, Office of
Safety and Mission Assurance
(OSMA), NASA

Ms. Harmony Myers is the acting deputy chief of NASA OSMA. She is responsible for executive leadership, policy direction, and functional management of agency-wide safety and mission assurance (SMA) activities.

Before her appointment in 2024, Ms. Myers served as director of the NASA Safety Center (NSC), where she advanced SMA expertise and enhanced collaboration across the agency. Previously, she was the director of the Technical Excellence Office at the NSC, overseeing SMA curriculum and engineering support.

Ms. Myers began her career at NASA in 2000 with United Space Alliance, contributing to the Space Shuttle program as a systems engineer and reliability engineer. She later transitioned to NASA SMA in 2005, where she held various leadership positions, including branch chief for the International Space Station and Spacecraft Payload Processing SMA Division.

In 2012, Ms. Myers served as executive director of the Aerospace Safety Advisory Panel at NASA HQ, advising senior management on critical safety issues.

Ms. Myers holds a bachelor's degree in electrical engineering from the University of Central Florida and a master's degree in industrial engineering from the University of Miami. She has been recognized for her leadership with numerous awards, including the NASA Space Flight Awareness Leadership Award and the Society of Women Engineers Emerging Leader Award.

8:45 - 9:15 am

Featured Speaker**Tom Allen**

Managing Director of
Quality Systems,
Alaska Airlines

Mr. Tom Allen is the managing director of quality systems at Alaska Airlines, where he shapes long-term strategy and oversees the financial health of the Quality Assurance, Regulatory Compliance, and Aircraft Records departments within the Maintenance and Engineering division.

Mr. Allen has over 30 years of experience as an Aircraft and Powerplant (A&P) mechanic and private pilot. He joined Alaska Airlines in 2011 as an aircraft technician and has since taken on various roles with increasing responsibility. Most recently, he served as the director of maintenance control, where he significantly improved operational efficiency, enhanced interdepartmental collaboration, and led strategic process improvements. He also held the roles of director of vendor maintenance, and director of quality assurance and regulatory compliance.

In addition to his work at Alaska Airlines, Mr. Allen serves as a surveillance technician with the U.S. Air Force and the Washington Air National Guard. He holds a bachelor's degree in aviation maintenance management and an associate's degree in aviation technology.



9:30 - 11:45 am

SESSION 1 PANEL**What Organizations are Doing to Retain/Grow the Quality Workforce to Achieve Quality Objectives/Requirements**

Abstract: A panel of experts will discuss strategies for developing and retaining employees in a post-COVID environment, where many individuals are leaving organizations for retirement or other opportunities. Managing organizations facing reductions, retirements, and the loss of essential employees is critical to business success.

We'll explore the common challenges these situations share and delve into the tools and processes that can achieve optimal employee engagement. Regardless of the dynamic nature of these challenges, we'll highlight various development tools, processes, and activities that have proven successful. Our goal is to help you grow and sustain your workforce, benefiting your organization, employees, and products.

**Session 1 - Panel Moderator****Amy Peters**

Sr. Director of Safety and Mission Assurance (SMA), Northrop Grumman Space Systems

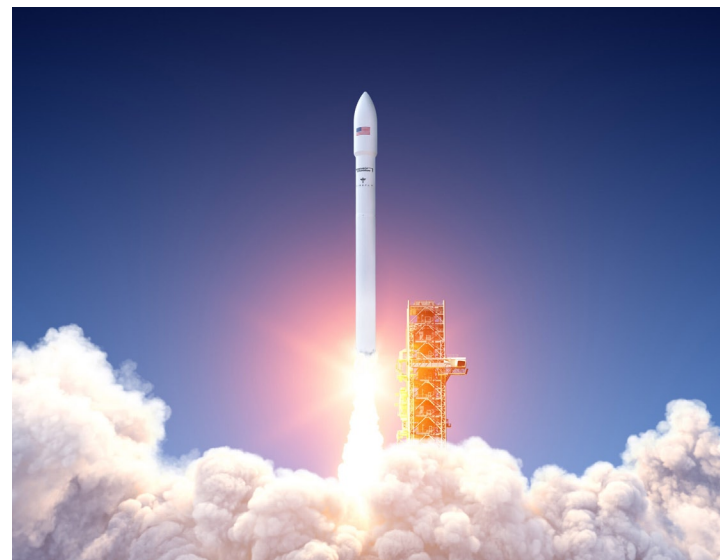
Ms. Amy Peters is the Sr. Director of SMA for the Launch Vehicles Business Unit (BU) in the Space Systems Sector at Northrop Grumman. In this role, she collaborates with BU leadership and other directors to ensure vehicle and product assurance across all programs.

Ms. Peters oversees critical functions including quality, mission assurance, environmental safety, configuration management, and the Quality Management System, ensuring that programs and employees deliver high-quality products that meet diverse customer needs.

Prior to her current role, Ms. Peters served as Director of Mission Assurance, overseeing mission assurance activities across all launch vehicle programs. Throughout her career at Northrop Grumman, spanning over two decades, she has held diverse leadership positions in test engineering, supply chain, purchasing, industrial engineering, manufacturing quality, and division quality.

Beyond her professional accomplishments, Ms. Peters actively engages with the professional community, holding leadership positions within the National Association of Purchasing Management and the American Society for Quality. She also serves on the Board of the Grand Canyon University President's STEM Advisory Board and dedicates her time volunteering with young students in STEM activities.

Ms. Peters holds a Master's degree in Engineering and a Bachelor's degree in Operations Management, both from Arizona State University.





Session 1 - Panelist 1

Empowering Employees: Approach to Workforce Support and Development

Abstract (Nathan Miles): In today's evolving work environment, KBR is making significant strides, particularly through upskilling and reskilling initiatives. Employees are being provided with opportunities to acquire new skills in areas such as digital tools, data analytics, and remote collaboration. Mentorship programs are being fostered to help senior leaders guide emerging talent and preserve institutional knowledge, especially in light of impending retirements. Leadership development programs offer clear career growth paths, ensuring employees see long-term potential within the organization, with a special focus on middle managers.

In terms of compensation, KBR has looked at adjusting salary packages to remain competitive in the evolving job market, and performance-based bonuses and incentives. Total compensation packages continue to be reviewed to ensure we are staying competitive.

Nathan Miles

Sr. Director of HR, KBR

Mr. Nathan Miles is an accomplished Sr. HR Director with over 21 years of experience driving human capital strategy, talent development, and organizational transformation in the defense sector. Currently leading HR operations at KBR, a prominent federal space and defense contractor, he plays a pivotal role in aligning workforce management with strategic business objectives. He ensures the company attracts, develops, and retains top-tier talent in a highly competitive and regulated industry.

Mr. Miles has demonstrated expertise in navigating complex regulatory landscapes, fostering diverse and inclusive workplace cultures, and implementing cutting-edge HR solutions to support mission-critical projects. His leadership extends across workforce planning, employee relations, compensation and

benefits, leadership development, and compliance. This has enabled KBR to maintain its position as a leader in the federal space sector while effectively managing the evolving challenges in federal space and defense contracting.

Prior to joining KBR, Mr. Miles held senior recruiting and sales manager roles with Aerotek, where he spearheaded transformative initiatives that optimized organizational performance and enhanced employee engagement. Known for his strategic thinking and ability to drive results in high-stakes environments, he is also a trusted advisor to senior leadership on talent management, organizational design, and change management.

Mr. Miles holds a BS in HR from Saginaw Valley State University and has completed specialized training in defense industry-specific compliance and regulations. He is passionate about cultivating leadership pipelines, promoting ethical work environments, and ensuring that HR practices meet the unique demands of the defense industry.

Session 1 - Panelist 2

Strategies for Attracting and Rapidly Developing Top Talent

Abstract (Kevin Sheahan): The Missile Defense Agency (MDA) is facing significant challenges due to a high rate of senior personnel retirements. Backfilling these critical positions while maintaining a robust knowledge base is essential. Under MDA Director Lt Gen Collins' directive to "Go Fast, Think Big," the agency is restructuring to improve efficiency.

This session will provide insights into MDA's proven practices for attracting high-caliber students and rapidly developing them into high-performing employees. We will highlight the Department of Defense's Science, Mathematics, and Research for Transformation (SMART) Scholarship Program and the Missile Defense Career Development Program (MDCDP).

On a more detailed level, the session will focus on the tools that have supported MDA Mission Assurance Representatives (MAR) Team Management in mentoring and training new personnel. These efforts aim to expedite the development of new employees into highly effective field site representatives, while also fostering a strong sense of self-worth and fulfillment.

Kevin Sheahan

Director of the MDA Assurance Representatives (MAR) Team, Quality, Safety, and Mission Assurance (QS) Directorate, Missile Defense Agency (MDA)

Mr. Kevin Sheahan has dedicated approximately 39 years to the aerospace industry, with 18 years in the private sector and 21 years with the MDA. He currently serves as Director of the MAR team within the QS Directorate. The MAR team, consisting of around 32 engineers and quality assurance specialists, is stationed at launch sites and commercial companies across the USA. They work closely with the MDA/QS Director, Program Office Leadership, private companies, and the Defense Contract Management Agency (DCMA) to ensure MDA requirements are met and hardware/software escapes are minimized.

Prior to his current role, Mr. Sheahan served as a MAR at Orbital Sciences (now Northrop Grumman). Before joining MDA, he worked with General Dynamics Space Systems, Unisys Corporation, and Parallax Engineering as a Manufacturing Engineer and Mission Assurance Engineer, participating in the manufacturing and fielding of numerous launch vehicles for the private sector and NASA.

Mr. Sheahan holds a Bachelor of Science in Mechanical Engineering from the Catholic University of America. He has earned numerous workmanship certifications in NASA and IPC standards. Throughout his career, he has placed a strong emphasis on fielding reliable systems the first time and valuing program schedules.

**Session 1 - Panelist 3****Building Tomorrow's Workforce: Key Pillars of Quality & Mission Assurance**

Abstract (Paul Moreno): Our shared industry faces significant challenges, including supply chain disruptions, technological advancements, cost pressures, geopolitical uncertainties, and the ongoing struggle to retain talent. As leaders, how can we mitigate these impacts on our organizations and customers? Raytheon's Quality & Mission Assurance (Q&MA) Learning and Engagement organization is dedicated to aligning and developing Q&MA learning solutions with the company strategy, while cultivating the critical skills and capabilities necessary to attract world-class talent. This discussion will focus on four key pillars: Onboarding, Learning, Engagement, and Communication, providing an overview of the methods and tools deployed across the Q&MA organization.

Paul Moreno

Executive Director of Quality and Mission Assurance, Naval Power, Raytheon

Mr. Paul Moreno is the Executive Director of Quality and Mission Assurance for Naval Power at Raytheon, a division of RTX. In this role, he leads all aspects of Quality and Mission Assurance, ensuring the integration of quality across the Naval Power business unit. An Air Force veteran, he brings over 25 years of experience in aerospace and defense. He previously served as Sr. Director of Business Solutions for Quality and Mission Assurance at Raytheon Missiles and Defense. In this role, he oversaw technological advancements, proactive analytics, talent development, strategic quality improvement, and efficient command media, ensuring these areas collectively drive the organization toward operational excellence. He has also held leadership positions at Raytheon Missiles and Defense and Raytheon Missile Systems, including Quality Director for the Land Warfare Systems business unit.

Before joining Raytheon in 2009, Mr. Moreno worked at Honeywell Aerospace, where he developed strategic improvement plans, including systemic site and customer-specific initiatives.



9:30 - 11:45 am

SESSION 1 WORKSHOP**Government Perspective on Partnering with Supply Chain**

Abstract: A Knowledge Sharing/Discussion Forum: The relationship between government customers and suppliers can often be perceived as tense, with suppliers feeling more audited than partnered. Multiple audits of their Quality Management System (QMS) by different customers, leading to varying requirements, contribute to this perception. Suppliers are often overwhelmed by differing requirements while trying to maintain consistent QMS, operations, and remain competitive.

As the aerospace and defense supply chain shrinks and commercial space applications increase, it's crucial for the community to support and team with suppliers. This guarantees suppliers achieve their goals while also meeting the demands of defense and space environments.

This workshop aims to foster collaboration by discussing ways the government can partner with suppliers through requirements education, collaborative evaluations, and providing necessary relief and assistance. Topics will cover different approaches the government may take to supplier teaming and highlight common issues identified from working with multiple suppliers.

The workshop will be a knowledge-sharing session for all quality professionals, featuring a panel that will answer questions and provide government perspectives on the industry's supply chain. Attendees are encouraged to engage in interactive dialogue with discussion leaders and aerospace quality attendees.

Notably, this is a collaborative discussion format without PowerPoint presentations. Presentation materials will be used to spark open forum discussions on various aspects of supplier evaluation. Participants are expected to actively engage with their peers.

This format promotes facilitated discussions to address common issues, gather ideas, and create a flow of valuable information. The forum aims to accelerate quality learning with quick insights on topical issues and provide attendees with takeaways from the panel and other participants.

**John Cardone**

Director of Verification for Quality,
Safety and Mission Assurance (QS),
Missile Defense Agency (MDA)

Mr. John Cardone has 38 years of experience in the aerospace industry, serving in various roles in quality and program management for the Department of Defense and as a support contractor for NASA. He currently serves as the MDA QS Director of Verification (QX). He leads the QX Verification team, responsible for managing and conducting independent objective technical assessments to evaluate the effectiveness of the QSMA systems across MDA's critical supply base.

Mr. Cardone has held multiple roles within MDA/QS since 2003, including Deputy Director of QS and Deputy Director of Quality, overseeing system-wide QSMA for the Missile Defense System.

Before joining MDA, Mr. Cardone worked at NASA Goddard Space Flight Center and Kennedy Space Center in Quality and Program Management on NASA space flight hardware systems undergoing manufacture, integration, testing, and launch.

Mr. Cardone served in the U.S. Army and U.S. Air Force Reserve, primarily in Intelligence, and is a graduate of Rollins College in Winter Park, Florida, with a Bachelor of Science in Business. He has earned numerous workmanship certifications in NASA and IPC standards and emphasizes fielding reliable systems while valuing program schedules throughout his career.

E.J. Bice

Program Integrator, Defense Contract Management Agency (DCMA)

Mr. E.J. Bice is a seasoned aerospace and defense professional with over two decades of experience in quality assurance and program integration. As a Program Integrator with the DCMA for NASA Product Operations, he plays a pivotal role in the success of the Orion and Artemis Space Launch System programs.

Throughout his career, Mr. Bice has held leadership positions across critical programs, including the Space Shuttle, External Tank, and C-130 NP2000 projects, successfully managing over 40 contractors and more than 130 contracts.

With a foundation in avionics and quality assurance gained during his service in the U.S. Marine Corps, Mr. Bice brings unparalleled expertise, dedication, and a commitment to excellence to the advancement of space exploration.

Whitney Taylor

Materiel Readiness Supplier Audit Program Manager, Naval Sea Systems Command (NAVSEA)

Mr. Whitney Taylor is a seasoned quality assurance expert with over 15 years of experience leading initiatives in compliance verification, program evaluation, auditing, and quality control within the aerospace and defense industries.

At the NAVSEA, Mr. Taylor oversees critical quality functions, including the management of supplier product quality programs, the Product Data Reporting and Evaluation Program (PDREP), and Counterfeit Materiel Prevention compliance.

Previously, at NASA Goddard Space Flight Center, he led supply chain quality assessments for spaceflight systems, ensuring compliance with stringent mission requirements across hardware and software projects. His expertise extends to submarine systems, where he directed the certification of fly-by-wire ship control systems, ensuring safety and reliability for critical naval operations.

Mr. Taylor holds a B.S. in Physics from Elon University and is certified as an AS9100 Aerospace Lead Auditor and a Contract Officer Representative. His expertise encompasses ISO 9001, quality audits, safety assessments, risk management, and cutting-edge aerospace technologies.

1:00 - 1:30 pm

Luncheon Keynote Speaker**Sonya Ebright**

Deputy Director, Defense Contract Management Agency (DCMA)

As the Deputy Director for the DCMA, **Ms. Sonya Ebright** oversees a team of more than 10,000 civilian and military personnel who provide contract administration services for the Department of Defense (DoD), other federal organizations, and international partners. The agency manages over 200,000 contracts valued at \$3.5 trillion across more than 10,000 contractor locations worldwide. Additionally, the agency authorizes about \$1 billion in payments to contractors each business day.

Previously, Ms. Ebright served as the Executive Director of the DCMA Contracts Directorate, leading over 3,000 contract acquisition professionals. In her 37-year Navy career, she supported operations, DoD major weapons systems, and numerous subsystems.

Ms. Ebright has served with NATO and most recently commanded DCMA International. Her experience spans Contracting, Operations, Financial, Logistics, Strategic Management, and Special Programs.

Ms. Ebright holds a B.S. in English (Summa Cum Laude) from the University of Idaho, an M.S. in Systems Management with a specialty in Contracting from the Naval Postgraduate School, and an M.S. in Strategic Resourcing from the National Defense University, Eisenhower School. She also earned a certification in the Program for Organizational Leadership from Stanford University.

Ms. Ebright's accolades include the Admiral Edward F. Ney Award, Admiral Elmo R. Zumwalt Award, and Admiral Robert F. Batchelder Award. Her military decorations include numerous Defense Service Awards.



1:45 - 2:15 pm

Featured Speaker**Lindsay Muth**

Vice President of Quality and Mission Success (Q&MS), Lockheed Martin Aeronautics

Ms. Lindsay Muth is the VP of Q&MS at Lockheed Martin Aeronautics, leading a team of over 2,000 members to ensure quality management system compliance, foster a quality-focused culture, and drive continuous improvement throughout the product lifecycle.

Previously, Ms. Muth led operations for a classified portfolio of two franchise programs, representing a significant portion of Lockheed Martin's Skunk Works Long Range Plan. She managed a 500+ member team to achieve safety, quality, schedule, and cost targets. Before that, she served as the General Manager and Site Director for Aeronautics in Pinellas Park, FL, with profit and loss responsibility for the site's operational and financial performance.

As a proven executive leader, Ms. Muth has demonstrated extensive technical and operational expertise. She is known for building and leading high-performing teams through effective communication, strategic thinking, and a focus on operational performance.

Over her 17-year career, Ms. Muth has held roles of increasing responsibility at Lockheed Martin and McMaster-Carr, supporting multiple programs across Aeronautics, Rotary Mission Systems, and Space at 10 different Lockheed Martin facilities.

Ms. Muth holds a Bachelor of Science in Engineering from Harvey Mudd College and a Master of Business Administration from Villanova University. She is a member of the Beta Gamma Sigma Honors Society and a graduate of several Lockheed Martin leadership programs. She is a Certified Lean Six Sigma Black Belt, Certified Cost Account Manager, and Prosci Change Practitioner.

Ms. Muth serves as a Board Member and Trustee of the Gateway Chamber of Commerce in Pinellas Park, FL; Board Member for Girls Inc; Board Member for Furkids, a 501(c)3, in Atlanta, GA; and founding volunteer of Taste Project, 501(c)3, in Fort Worth, TX.

2:30 - 4:45 pm

SESSION 2 PANEL

Embracing the Future: Helping your Organization Transition to Proven QA Best Practices for Greater Benefits

Abstract: In today's fast-paced and quality-driven world, a robust organizational Quality Assurance (QA) foundation is essential - it is a strategic move towards excellence. Join us for an enlightening panel discussion where industry leaders will explore how your organization can modernize or upgrade to unlock new levels of efficiency, innovation, and customer satisfaction.

We will demonstrate the tangible benefits of proven QA essentials, share real-world success stories, and provide insights into best practices that can transform your approach to quality. This is your opportunity to connect with experts, ask critical questions, and become part of a forward-thinking community dedicated to achieving the highest standards in quality assurance.

This panel will also focus on convincing your organization of the benefits of QA preventive measures, which lead to improved quality, lower costs, and reduced span times. Additionally, we will provide insight into specific projects within our industry that will accelerate the transformation to a true Quality organization.

Session 2 - Panel Moderator**Craig Bennett**

Acting Director of Quality Assurance, Defense Contract Management Agency (DCMA)

Mr. Craig Bennett has served as the NASA Subject Matter Expert/Program Manager for DCMA HQ since 2011. DCMA HQ has developed and operated global DoD and NASA spacecraft contract oversight teams. With over 30 years of aerospace industry experience, he is responsible for agency-level NASA policies that support a professional acquisition workforce overseeing spacecraft contracts for NASA and DoD worldwide.

Mr. Bennett spent 11 years in Florida working on launch operations and program management for NASA's Space Shuttle program Solid Rocket Boosters and DoD Spaceborne Systems with DCMA. He began his career in the USAF, serving 23 years active and reserve, focusing on DoD aerospace systems.

Mr. Bennett has received multiple recognitions and awards from civilian and military organizations. He serves as the Chair of committees at the agency level. He holds a Bachelor's degree in Program Management, an MBA in Operations and International Business, and has completed the Harvard Kennedy School of Government Senior Executive Fellows program, the University of Virginia Darden School of Business Leadership program, and USAF Senior Professional Military Education. He is Defense Workforce Acquisition Certified, a DoD Acquisition Core Member, Six Sigma Black Belt Certified, and has completed United States Office of Personnel Management Leadership and Management Development.

Session 2 - Panelists

Brian Tenney

Director of Sustainment Quality, Lockheed Martin

Mr. Brian J. Tenney is Director of Sustainment Quality for the Lockheed Martin Aeronautics Company. In this role, he supports a team of 150 employees worldwide overseeing quality compliance on multiple Lockheed Martin products.

Mr. Tenney's previous roles in quality include Mission Assurance Director ensuring Quality Management System compliance for Advanced Development, U-2, F-35, F-16, F-22 and F-2 programs.

Before moving to the Quality organization, Mr. Tenney served as Director of Production Engineering on the F-22 program. He led a team responsible for tooling, planning, MRB and corrective action.

Mr. Tenney started his career as a structural design engineer and worked on the F-22, Trident II D5, Mk4/5, MILSTAR and B-2 programs.

In addition to his work in the aerospace industry, Mr. Tenney served for 32 years in the Army National Guard and Army Reserve.

Mr. Tenney received a bachelor's degree in Space Science from the Florida Institute of Technology, a master's degree in Quality Assurance from Southern Polytechnic State University and a master's degree in Strategic Studies from the US Army War College.

Rick Roelecke

Sr. Engineering Manager, BAE Systems

Mr. Rick Roelecke is the Senior Engineering Manager of Supplier Assurance at BAE Space and Mission Systems (SMS). He leads a team of supplier mission assurance managers, supplier quality engineers, and threat intelligence analysts responsible for the management and execution of supplier mission and quality assurance requirements, supply chain risk management, supplier development, supply chain threat intelligence, and company-wide supplier improvement initiatives.

A frequent speaker at industry conferences, including ASQ, NASA, CQSDI, Goddard Supply Chain, the NASA Quality Leadership Forum (QLF), and CALCE, Mr. Roelecke presents on various mission assurance and quality topics. He holds a Bachelor of Science degree in Electronic Engineering and a Master of Business Administration. He is also an executive member of the Aerospace Industry Association (AIA) Quality Assurance Council (QAC) and the DCMA Joint Strategic Quality Council (JSQC).

John Fordyce

Director of Corporate Quality, RTX

Mr. John Fordyce is the Corporate Director of Quality for RTX, encompassing Collins Aerospace, Pratt & Whitney, and Raytheon. In this role, he promotes quality as a corporate priority by overseeing the harmonization and effectiveness of quality program practices. He identifies company-wide improvement opportunities and best practices, partners with customers to build strong relationships and ensures satisfaction by serving as the focal point for feedback on product and service quality.

Previously, Mr. Fordyce served in various Product Line, Program, and Functional Quality Leadership roles, where he was responsible for the overall strategy and execution of quality programs, driving improvement, and enhancing customer engagement at the business level.

Mr. Fordyce earned a bachelor's degree in aerospace technology from Western Michigan University and a master's degree in business from California State Polytechnic University. He is a Certified Quality Manager with the American Society for Quality and a Raytheon Certified R6s Expert. Additionally, he holds Program Manager and Capture Manager certifications.



Doug Cartney

Corporate Director of Quality & Mission Assurance,
Northrop Grumman

Mr. Doug Cartney is the Corporate Director of Quality and Mission Assurance for Northrop Grumman. In this role, he leads enterprise-wide quality and mission assurance efforts, partnering closely with company-wide quality leaders to establish and maintain a focus on quality effectiveness, enhance quality management systems, and guide quality and mission assurance standardization across the company.

Prior to this role, Mr. Cartney served as the senior director for Quality and Mission Excellence in the Mission Systems sector. He also held the position of program director for F-35 Sustainment & International Programs. With a 24-year career at Northrop Grumman, he has held several senior leadership positions in engineering, program management, and operations.

Mr. Cartney earned a Bachelor of Science in Mechanical Engineering from Virginia Tech and a Master of Product Development, Executive Program degree from Northwestern University. He has mentored military veterans through American Corporate Partners, participated in the Employee Charitable Outreach Fund Committee at Mission Systems, and currently serves as a board member on the Education Foundation of Anne Arundel County Public Schools.

Eric Jefferies

President, International Aerospace Quality Group (IAQG)

Mr. Eric Jefferies is the President of IAQG, the globally recognized leader in delivering standards and tools that empower aviation, space, and defense companies to enhance performance, mitigate risks, and build stakeholder confidence. He was appointed President in 2023 after serving as Chair of the America's Aerospace Quality Group, where he successfully led various sector and international subteams within the IAQG.

With over 23 years of experience at Bell Textron, Inc., Mr. Jefferies has held leadership roles in Quality Assurance, Corporate Compliance, Government Property, and Quality Inspection. He also served for three years as Head of Corporate Quality for Allied Electronics, Inc. He holds an MBA from Texas Christian University and a BBA from LeTourneau University.

Tim White

Vice President of Engineering and Technology,
Aerospace Industries Association (AIA)

Dr. Timothy White (Tim) is the Vice President of Engineering and Technology at AIA, where he represents the technical workforce to policy makers. He leads AIA staff and members in developing and executing programs that enhance cost savings, performance, and efficiency within the aerospace and defense industry.

With over 20 years of experience in the aerospace and defense industry, Dr. White has worked in operational and consulting roles for companies such as Raytheon, Honeywell, and Bechtel. His experience spans commercial and defense products, with leadership roles in engineering, operations, supply chain, and quality. He has also worked with advanced technology companies like Interos and Mosaic Data Sciences, focusing on delivering cutting-edge solutions in artificial intelligence, advanced analytics, and digital transformation.

Dr. White holds a B.S. and M.S. in Mechanical Engineering and an MBA from Brigham Young University, and a Ph.D. in Systems Engineering from George Washington University. He is also certified in Quality Engineering, Quality Auditing, Six Sigma, Root Cause Analysis, and Change Leadership.



2:30 - 4:45 pm

SESSION 2A WORKSHOP**Quality Early in Product Development
Using Novel Approaches with
Non-Traditional Quality Tools**

Abstract: Over the years, there have been concerted efforts to integrate Quality earlier in the product development cycle, challenging the traditional perception that Quality should be involved only when the program sees fit. This approach raises two crucial questions: Why is it necessary to involve Quality in the earliest stages of technology development? And why do we often wait until a product is developed before bringing in Quality? These questions highlight the ongoing resistance to pushing the quality process earlier than traditionally understood.

As we move into more complex designs incorporating AI/ML, additive manufacturing (AM), and other technologies, we propose using non-traditional tools as part of the quality competencies to better impact the product. For example, to accelerate product development, is the quality community developing Technology Readiness Levels (TRLs) and Manufacturing Readiness Levels (MRLs) simultaneously to enable rapid prototyping and quicker transitions to production? Are we integrating quality software IV&V (Independent Verification and Validation) techniques at the earliest stages of development? Are we employing predictive modeling, quantification of uncertainty (probabilistic), advanced Design of Experiments (DOEs), Failure Modes and Effect Analysis (FMEA), and Fault Tree Analysis (FTA) as part of the quality competencies and analysis methods to infuse key quality parameters into the design process?

This workshop aims to gather three perspectives to address these questions, providing specific examples of how this approach positively impacts the challenges we face with traditional cost and time constraints. The discussion will demonstrate how more robust quality involvement leads to impactful ROI.

Dr. Jason Cook

Sr. Scientific Technical Manager, Chief of Staff,
U.S. Army DEVCOM Armaments Center

Dr. Jason L. Cook is the Chief of Staff for the Armaments Center, where he oversees all staff elements of the Armaments Center HQ. His responsibilities include personnel, security, operations, facilities, information, finance, and strategic communications. He is charged with establishing and implementing strategies for talent management, facility modernization, data and digitization, and strategic collaborations, while ensuring compliance with financial, operational, and security regulations and requirements.

In previous roles, Dr. Cook served as Sr. Scientific Technology Manager for Systems Engineering Research, leading the research in Digital Engineering, Artificial Intelligence, Mission Engineering, SoS Engineering, and Human Systems Engineering. He has been a technical advisor and representative of the Armaments Center in various forums, including engagements with academia and industry. He also served as Deputy Director of Quality Engineering and System Assurance and Chief of the SE Lead Division of the System Engineering Directorate. In 2010-2011, he was the Deputy Project Manager for the ACAT1D IBCT program, gaining key insights into the acquisition process and milestones and transitioning the PEO to conduct the first two Army Network Integration Events.

Originally hired and trained as a reliability engineer, Dr. Cook completed his PhD thesis on Ad-hoc Network Reliability. He holds multiple Level 3 DAWIA certifications, including Program Management, Systems Engineering, and Production, Quality, and Manufacturing. He is a graduate of the Harvard Kennedy School Senior Executive Fellows program, holds a Certificate in Leadership Dynamics from UPENN, and is a certified Master Black Belt. Outside of his role with the Department of the Army, he is an adjunct professor at the Stevens Institute of Technology, focusing on Design for Reliability and Supportability. He is also a member of the Little League Baseball and Softball Committees of Randolph Township.



Paul Chiodo

Vice President of Quality Engineering,
Universal Technical Resource Services (UTRS)

Mr. Paul Chiodo is the Vice President of Quality and Engineering at UTRS. As a Subject Matter Expert, he leads Quality Engineering Core Competencies, including design and production quality, safety, design reliability, and root cause analysis for both government and commercial sectors. A certified Lean Six Sigma (LSS) Master Black Belt, he provides deployment direction for multiple customers in LSS, Design for Six Sigma (DFLSS), probabilistic and predictive technologies, and robust engineering practices. He collaborates with the Department of Defense (DoD), industry, and NASA on developing robust quality and design initiatives.

With over 38 years of service as a civilian in the Department of the Army, Mr. Chiodo graduated from the New Jersey Institute of Technology with a Bachelor of Science in Industrial Engineering.

Mr. Chiodo began his government career in 1969 at the U.S. Army Armament Research Development and Engineering Center (ARDEC), where he held numerous roles, including Project Engineering, Project Leader, Branch Chief Program Management, Division Chief, and Deputy Director. From 1999 to 2007, he served as the Director of Quality Engineering and System Assurance at ARDEC, responsible for the strategic planning, development, and execution of the quality, reliability, system safety, radiation protection, and standardization mission. He developed and led the implementation of the AMC Quality Federation, consisting of over 1,100 quality professionals across the Army Materiel Command, and served as chairman from 2000 to 2007. He also served as the Acting Associate Technical Director for Development, Engineering, and Producibility (2001-2002) at ARDEC. In 2003-2004, he was the DoD representative on the NASA Independent Assessment Team for the Space Shuttle Return to Flight Program, where the team's recommendations were implemented, leading to a safe return of manned space flight.

Mr. Chiodo is recognized as a national leader in Quality Engineering. His numerous awards include the Operation Desert Storm Award, the Meritorious Civilian Service Award, the 2000 NDIA Firepower Award, and the American Society for Quality award in 2002. He currently serves as Executive VP of the National Defense Industrial Association (NDIA), Picatinny Chapter, and Director on the Board of Directors for the Picatinny Enhancement Coalition. He was inducted into the Honorable Order of Saint Barbara in 2003.



2:30 - 4:45 pm

SESSION 2B WORKSHOP

Developing a Successful Supply Chain Risk Management (SCRM) Strategy: SCRM Mindset, Impactful SCRM Framework and Identification of Program-Focused Risk Factors

Abstract: SCRM has an integral role in quality. Developing a successful SCRM strategy has many components and benefits for both organizations and programs. A starting place is to develop an organization-wide SCRM mindset and an impactful SCRM framework that includes identifying and understanding program-focused risk factors in your supply chain. A successful SCRM strategy should include a multidisciplinary approach that is integrated into an organization's existing quality, procurement, and production frameworks. This approach creates a more resilient supply chain.

This workshop will examine strategies for consideration to help avoid the common mistake of "casting a net over the ocean" when developing a SCRM strategy. We will discuss the value of getting your organization into the SCRM mindset, the value of identifying program and commodity focused risk factors and integrating existing risk assessment processes. We will also examine the challenges organizations can face when implementing a SCRM strategy. A SCRM strategy that is designed to address your organization's unique needs can yield many benefits including supply chain resiliency, a proactive versus reactive mitigation posture, partnering with your suppliers, and preparing for compliance, regulatory and downstream supply chain issues. During this interactive workshop, your workshop hosts will share their knowledge of strategies, tools, and lessons learned. The workshop will also provide an opportunity for participants to work in small teams to exercise strategies to develop a supply chain strategy, post-event recovery strategy and lessons learned.

Jennifer Fischer-Darby

SES/SMA Group Supervisor, Johns Hopkins University Applied Physics Laboratory (JHU/APL)

Ms. Jennifer Fischer-Darby has over 23 years of experience in Space Mission Assurance at the Johns Hopkins University Applied Physics Laboratory (JHU/APL). She specializes in applying quality systems management requirements and principles throughout the lifecycle of space flight hardware, from design and development to testing and delivery. She has supported numerous small and large-scale projects, from inception to launch and/or delivery, and has extensive experience in quality compliance with NASA requirements, ISO/AS9100, CMMI, and internal auditing, including supplier management.

Ms. Fischer-Darby is a member of JHU/APL's Principal Professional Staff and currently works as the Group Supervisor within their Space Exploration Sector, Space Mission Assurance Group. In this role, she oversees overall mission assurance, internal and external auditing, supplier management, and maintenance of the quality management system. She has also served as a Mission Assurance Manager for several APL-managed projects, including the Interstellar Mapping and Acceleration Probe, Parker Solar Probe, and Van Allen Probes.

Ms. Fischer-Darby holds a B.S. in Quality Systems Management from National Graduate School and an M.S. in Human Environmental Sciences from the University of Alabama.

Shannon Marsh

Deputy Program Manager, Supply Chain Management Senior Consultant, Show Me Quality Consulting, LLC (SMQC)

Ms. Shannon Marsh is a Safety and Mission Assurance (SMA) professional with extensive experience in high-risk, high-consequence environments. With over 25 years of experience in threat and risk analysis, the majority of her career has been dedicated to supporting aerospace, NASA, and SMA. Her passion lies in risk management program development, alternative analysis, risk management process improvement, and mentorship and career development of personnel, particularly in analytic tradecraft.

Ms. Marsh serves as Deputy Program Manager for SMQC, overseeing Supply Chain Risk Management (SCRM) support in quality and risk analytics, enhancing NASA's supply chain integrity and resilience. She also serves as a lead assessor for Supply Chain Quality Assessments.

Ms. Marsh has extensive experience as a risk analyst across various sectors, including SCRM, cyber-threat analysis, and critical infrastructure protection, providing services to the U.S. Air Force, Army Corps of Engineers, Department of Homeland Security, and the Missile Defense Agency. Her background includes service in the U.S. Air Force as an All-Source Intelligence Analyst. She holds a Master of Arts in Global Security Studies from Johns Hopkins University and a Bachelor of Science from Excelsior College.

Yessica Hernandez

Office of Safety and Mission Assurance (OSMA) Quality Engineering Lead, NASA Johnson Space Center (JSC)

Ms. Yessica Hernandez is the Quality Engineer Lead within OSMA at NASA JSC. She oversees the quality management system activities for the Lunar Terrain Vehicle Service project under the EHP Program. With 15 years of diverse experience in both private and federal sectors, she excels in supervision, project management, and technical leadership. Her expertise spans Quality Engineering, Supply Chain Management, Aerospace Engineering, Manufacturing/Production, Environmental Engineering, and Lean Six Sigma/Process Improvement.

Prior to NASA, Ms. Hernandez worked for the Department of Defense under the Army Missile Command, where she led the Division of Aircraft Special Processes as a Depot Production Manager. She ensured efficiency in specialized manufacturing processes, such as electroplating, welding, NDT, shot peening, and metal spray, while maintaining compliance with policies and regulations.

Known for her solution-oriented, innovative, and mission-focused approach, Ms. Hernandez is instrumental in developing new strategies, processes, and total quality management systems that meet organizational quality requirements. Her leadership has been recognized with awards such as the Department of the Army Civilian Service Achievement Medal, Award for Environmental Excellence in Weapon System Acquisition, and the Process Improvement and Innovation Award. She holds a Bachelor of Science in Manufacturing Engineering and a Master of Business Administration with a concentration in Operations and Supply Chain Management. She is also a Project Management Professional and a Lean Six Sigma Master Black Belt.

8:00 - 8:15 am

Welcome & Opening Remarks**Phil Montag**

VP, Human Performance and Research Division,
KBR (CQSDI Chair)



8:15 - 8:45 am

Keynote Speaker

Kevin Lowdermilk
CEO/CFO,
Vaya Space

Mr. Kevin Lowdermilk is the CEO and CFO of Vaya Space, bringing over 30 years of executive leadership experience to the role. Previously, he served as CEO of ISO Group, Inc., a defense and aerospace supply chain company. He has also served as CFO and then CEO of Exostar, a supply chain and cybersecurity company focused on the aerospace and defense sector, and as Vice President of Finance for a multinational aerospace division of Rolls-Royce Holdings PLC.

Mr. Lowdermilk has extensive board experience across various industries and currently serves as an independent board member and the Audit Committee Chair for two publicly traded companies, VSee Health, Inc., and AgEagle Aerial Systems, Inc.

Mr. Lowdermilk holds a degree in Economics from Western Kentucky University and an MBA from Ball State University.

8:45 - 9:15 am

Featured Speaker

Ann Over
President,
AR NexGen

Ms. Ann Over's technical and management career at NASA spanned 36 years after she graduated from the Ohio State University with a B.S. in Aeronautical and Astronautical Engineering in 1983. At the NASA Glenn Research Center (GRC), she designed interplanetary and Earth orbit trajectories. Later, she managed teams that developed and operated several Space Shuttle payloads, including the largest on the last flight of Columbia.

Ms. Over led a team to design and manufacture a communications technology payload "in-house" at GRC, which was launched by Japan (JAXA) and successfully operated on the International Space Station. She also managed working technology and space science programs and worked at NASA Headquarters on the Space Shuttle manifest and integration of science payloads. She culminated her career on the Orion/European Service Module Program for human spaceflight missions to the moon.

Ms. Over was recognized for her work with 22 prestigious NASA Honor Awards. The one she likes to share the most is the Silver Snoopy Award. She is also proud of all the engineers she mentored, witnessing their growth and success. She retired from NASA in 2019 and founded AR NexGen, LLC, to pass along knowledge to the next generation of engineers.





9:30 - 11:45 am

SESSION 3 PANEL

Discussion of Industry Benchmarks and Shared Best Practices from the Aerospace Industry Association (AIA) Quality Assurance Committee (QAC)

Abstract: Have you encountered a quality problem and wondered who else is experiencing a similar issue and how they might be dealing with it? Do you ponder the future of quality professionals in the digital ecosystem? Do you want to support industry initiatives and influence quality standards? If so, this panel discussion will connect you with distinguished AIA QAC leaders and provide insight into our collaborative approach to addressing these questions.

The panel discussion will begin with an exploration of the following topics, followed by an interactive breakout discussion with all participants:

- AIA's QAC: Learn about our mission and how to get involved.
- Industry Benchmarks: Discover the results from the highest areas of interest for 2024.
- Quality Throughout the Supply Chain: Understand what's on the horizon for addressing supplier risks and supply chain security.

After the breakout discussion, we'll reconvene to hear from experts on quality's involvement in the digital thread. We'll also share progress on the Model-Based Quality (MBQ) initiative, including a live demo of its capabilities.

Session 3 - Panel Moderator

Doug Cartney (see biography on page 14)
Corporate Director of Quality and Mission Assurance, Northrop Grumman

Session 3 - Panelists

Tim White (see biography on page 14)
Vice President of Engineering and Technology, Aerospace Industries Association (AIA)

John Fordyce (see biography on page 13)
Director of Corporate Quality, RTX

Rick Roelecke (see biography on page 13)
Sr. Engineering Manager, BAE Systems

Tracey Lockhart
Sr. VP of Quality Defence, Rolls Royce

Ms. Tracey Lockhart is the Senior Vice President of Quality for Rolls-Royce Defence, where she leads the business to ensure the highest standards of safety and reliability for aerospace and naval defense products. In this role, she oversees the global quality function throughout the entire lifecycle of Rolls-Royce defense products. Under her guidance, the team establishes the rules and tools necessary for Rolls-Royce to maintain certifications through various governing bodies and a broad array of customers, including the U.S. Department of Defense.

Ms. Lockhart has spent her entire professional career at Rolls-Royce Indianapolis. She has held multiple positions within the company, including Quality Executive for the LiftSystem Program, Engineering Program Manager, Supplier Development and Technical Manager, Supplier Auditor, Operations Black Belt, and Manufacturing Engineer.

Ms. Lockhart holds a Bachelor of Science in Mechanical Engineering from Rose-Hulman Institute of Technology and a Master of Business Management from the University of Indianapolis. Since graduation, she has served in various roles for the Alumni Board of Rose-Hulman, the Delta Delta Delta Indianapolis South Side Alumni Chapter, and the Center Grove Little League Basketball Board. She is currently the Co-Chair of the AIA Quality Assurance Council and previously served as treasurer of SAE's Aerospace Engine Supplier Quality Consortium.

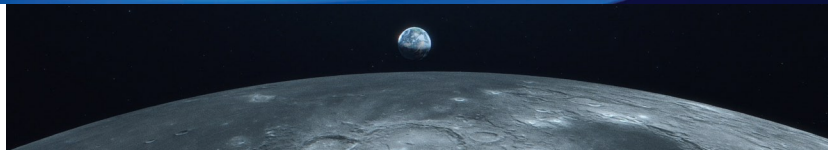
Patrick Candelaria

Mission Assurance Manager, BAE Systems

Mr. Patrick Candelaria represents BAE Inc, Space and Mission Systems (SMS), where he serves as a Mission Assurance Manager within the Tactical Solutions Special Business Unit. The group specializes in developing critical mission systems across a spectrum of military, government, and commercial uses.

In this role, Mr. Candelaria provides direction, alignment, and boundary-spanning leadership to cross-discipline, cross-product, and cross-enterprise project teams. These teams specialize in developing and introducing new radio-frequency (RF) technologies used in C4ISR, SATCOM, air dominance, electronic warfare, and space systems applications. He is responsible for executing and achieving outcomes of the Mission Assurance strategy across a wide portfolio of RF development programs within BAE-SMS.

Mr. Candelaria earned a Bachelor of Science in Aerospace Engineering from the University of Arizona in 2009 and a Master of Science in Organizational Leadership from the University of Denver in 2023. He spent 12 years in C4ISR special mission aircraft modification and business capability development roles, supporting the community by expanding and leveraging nationwide networks of high-mix, low-rate, AS9100 manufacturers. For the past four years, he has applied his networking and team-building focus to Mission Assurance challenges at BAE-SMS, most recently in their cross-discipline model-based initiatives. He has been a contributing member of the Joint Strategic Quality Council's model-based industry quality initiatives since late 2023.

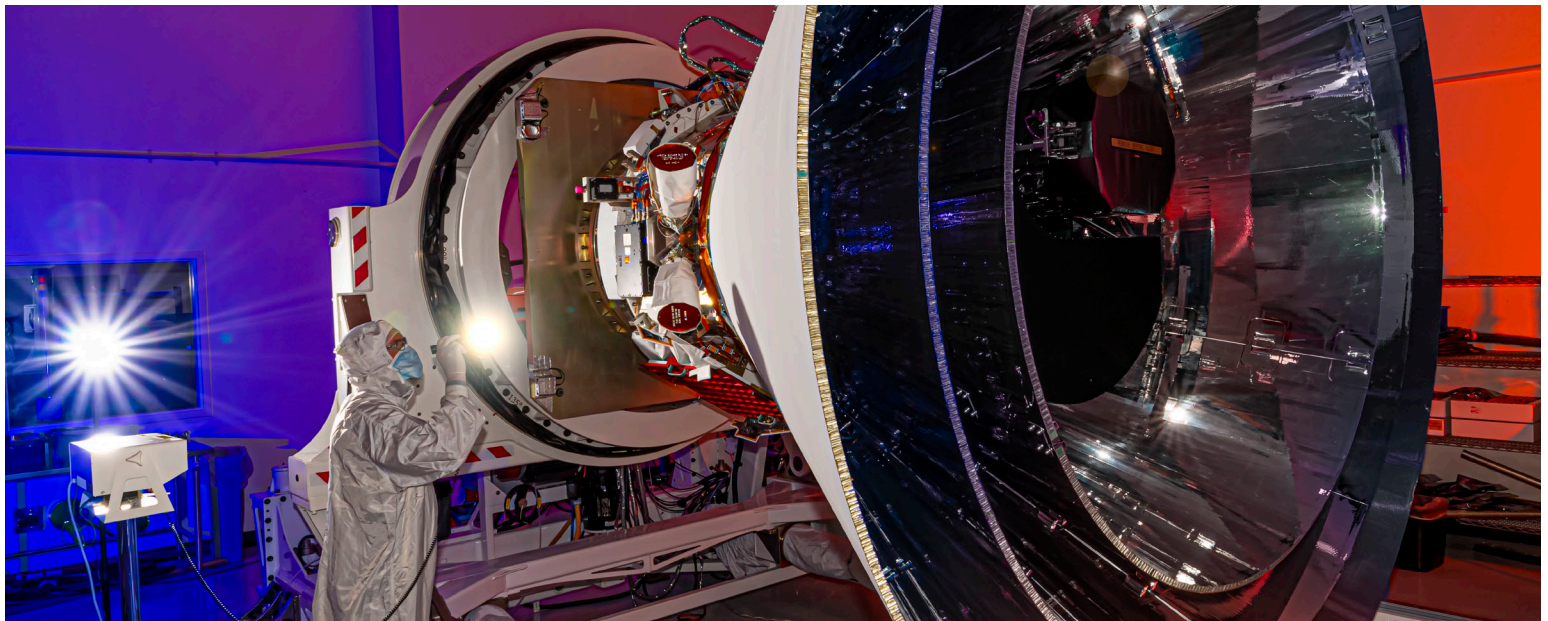
**Brent Lewis**

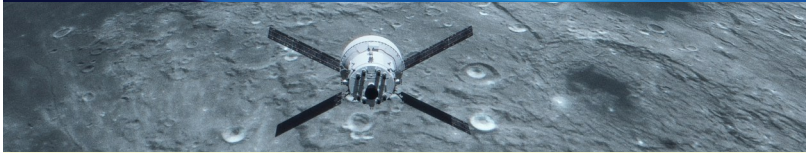
Sr. Principal Digital System Engineer, Science Applications International Corp (SAIC)

Mr. Brent Lewis is a Sr. Principal Digital System Engineer at SAIC, within the Digital Architectures and Requirements Engineering (DARE) group. This group specializes in digital model-based engineering for rapid experimentation and iteration, ensuring authoritative sources of truth.

Mr. Lewis has over 18 years of experience in design, systems engineering, and testing within the aerospace industry. His projects have included human space flight (Orion and Dream Chaser), launch vehicles (Vulcan, Atlas, Delta), Blackhawk helicopter, and hypersonics. He holds a Bachelor of Science and a Master of Science in Aerospace Engineering, as well as a Bachelor of Science in Applied Mathematics, all from the University of Colorado-Boulder. He has held certifications as a Project Management Professional (PMP), a Certified Systems Engineering Professional (CSEP), and a level 2 OMG-Certified Systems Modeling Professional (OCSMP) in SysML.

Currently, Mr. Lewis supports the Office of the Under Secretary of Defense for Research and Engineering (OUSD-RE) and contributes to the Joint Strategic Quality Council's (JSQC) Model Based Quality (MBQ) initiatives.





9:30 - 11:45 am

SESSION 3 WORKSHOP

Root Cause and Corrective Action Process: Integrating Non-Quality Employees, Recognizing Bias and Tools

Abstract: Root Cause and Corrective Action (RCCA) holds significant value within Quality departments. However, ensuring that other departments and suppliers fully understand its importance, benefits, and implementation can be challenging. This interactive workshop will include discussions and examples of how organizations integrate other stakeholders into the RCCA process. It will provide tips on recognizing and correcting bias in the root cause process and offer an overview and activity on RCCA tools and their application.

Designed to be engaging and collaborative, this workshop invites participants to share and learn from their peers. Come prepared to connect with others and gain valuable insights into enhancing your organization's approach to RCCA.

Nicole Wendt

Quality and Mission Assurance Manager,
Northrop Grumman

Ms. Nicole Wendt is the Apopka, Florida, Site Quality and Mission Assurance (Q&MA) Manager for Northrop Grumman's Mission Systems sector. In this role, she leads a team of quality engineers, managers, inspectors, and component engineers supporting a variety of aerospace and defense programs. Her responsibilities include managing the site's ISO-certified Quality Management System, serving as an executive sponsor for site employee resource groups, and acting as the Parts Material Process lead on several programs.

Ms. Wendt has over 16 years of experience in the aerospace, defense, and commercial industries, with roles spanning materials and process engineering, operations, and program management. She is a committee member of the CQSDI and has mentored numerous (Q&MA) engineering and supply chain professionals. She holds a Bachelor of Biomedical Engineering from Stevens Institute of Technology.

Olga Ceritelli

Quality Assurance and Auditing Professional,
Show Me Quality Consulting, LLC (SMQC)

Ms. Olga Ceritelli is a Quality Assurance and Auditing professional. She currently supports SMQC's key business development decisions, research, strategies and their implementation, and proposal development. Additionally, she offers customer support in auditing, training, technical consulting, business management, and compliance with contract requirements.

Ms. Ceritelli has over 15 years of experience in aerospace, with a focus on NASA Auditing and Safety and Mission Assurance. She has supported activities for NASA Headquarters, NASA Office of Safety and Mission Assurance, NASA Safety Center, Ames Research Center, Langley Research Center, Marshall Space Flight Center, and the Jet Propulsion Laboratory.

Recently, Ms. Ceritelli served as the Honeywell Program Manager for the NASA Audits, Assessments, and Assurance (A3) Contract and previously for NASA Contract Assurance Services (NCAS). Both contracts, valued at multi-million dollars, provided NASA with Safety and Mission Assurance support. While at Honeywell, she also served as the Project Manager for the NASA Surveys, Audits, Assessments, and Reviews Information System (SAARIS) and supported various audit programs.

Prior to her tenure at Honeywell, Ms. Ceritelli was the Deputy Program Element Manager for the Jet Propulsion Laboratory, supporting NASA Wide Assurance Initiatives through the Assurance Technology Program Office (ATPO) and serving as the Procurement Quality Assurance Lead.

Ms. Ceritelli also served in the U.S. Marine Corps, where she held numerous billets supporting operations.





1:00 - 1:30 pm

Luncheon Keynote Speaker



Mike Wadzinski

QS Director, Missile Defense Agency (MDA)

Mr. Mike Wadzinski is the QS Director, responsible for ensuring Quality, Safety, and Mission Assurance (QSMA) for the Missile Defense System (MDS) and all MDA programs throughout their life cycles. His role includes developing QSMA policy, system, component, and piece part requirements for design, test, manufacturing, flight and ground testing, and deployment.

Previously, Mr. Wadzinski served as the QS Deputy Director for the MDS and Chief Engineer from 2010 to early 2013, providing independent assessments and oversight for QSMA for the MDS and programs as required. From 2007 to 2010, he was the QS Functional Manager for QSMA for the Ground-Based Midcourse Defense (GMD) Program, responsible for independent assessments and oversight for QSMA for the GMD program.

From 2003 to 2007, Mr. Wadzinski served as the first MDA Deputy Director for Safety, ensuring the safety of MDA personnel and resources at all locations. He led the development of MDA safety requirements and policies, ensured residual safety risks were accepted at the proper management level, and provided independent safety assessments and oversight of the MDS and MDA programs.

Mr. Wadzinski's education includes an MS in Management (Sloan Fellow) from The Leland Stanford Junior University (1999), Air Command and Staff College (In Residence) from Air University (1996), an MS in Systems Management from The Florida Institute of Technology (1990), and a BS in Chemical Engineering from The Ohio State University (1984). He is also a member of the Defense Acquisition Corps.

1:45 - 2:15 pm

Featured Speaker



John Steinmeyer

Director of Engineering,
Assured Access to Space,
Space Systems Command,
U.S. Space Force

Mr. John Steinmeyer is the Director of Engineering for Assured Access to Space at Space Systems Command, U.S. Space Force. In this role, he directs all Engineering and Quality oversight activities for the Program Executive Office (PEO) and the Assured Access to Space (AATS) Directorate in the acquisition, integration, operation, and sustainment of the \$59 billion National Security Space Launch (NSSL) Program, the Rocket Systems Launch Program, and emerging Space Mobility and Logistics mission areas. Additionally, he leads AATS's allied and international collaborative efforts and is a certified NSSL Mission Director.

Mr. Steinmeyer joined the Space Force after a distinguished 33-year career in the commercial launch industry, where he was involved in program management, development, integration, operations, and sales, supporting more than a dozen different launch systems. He holds a Bachelor of Science degree in Mechanical Engineering from the University of California, San Diego, and an MBA with an emphasis in International Business and Organization Design from the University of Southern California Marshall School of Business.



2:00 - 4:45 pm

SESSION 4A WORKSHOP

Balancing Digital Evolution with Touch Labor (On-site Staffing Challenges with Desire/Requirement to Work Remotely)

Abstract: The aerospace industry, while a leader in technological innovation, still heavily depends on skilled on-site personnel for tasks requiring precision, regulatory compliance, and hands-on expertise. With the rise of digital transformation and the increasing prevalence of hybrid work models, quality professionals face a key challenge: how to balance the operational demands of hands-on labor with the evolving expectations of a hybrid workforce.

This panel of industry and quality leaders will explore strategies for navigating these complexities. Discussions will focus on leveraging digital tools to enhance efficiency and collaboration, restructuring workforces to attract and retain top talent, and addressing the regulatory and operational necessities of on-site work. Through real-world examples and interactive dialogue, attendees will gain actionable insights into fostering agility, maintaining quality, and ensuring workforce satisfaction in this rapidly changing environment.

This session is essential for aerospace professionals looking to bridge the gap between technological innovation and workforce dynamics to achieve operational excellence.



Billie Gormley

Director of Operations Quality, Raytheon

Ms. Billie Gormley is the Director of Operations Quality for Effectors at Raytheon. She is responsible for hardware quality across Raytheon factories in Alabama, Arizona, Arkansas, New Mexico, and Oklahoma.

Previously, Ms. Gormley was the Associate Director for Quality within the Land and Air Defense Strategic Business Unit. She has also served as Operations Quality Manager in various Effectors factories. As a quality professional, she has extensive experience in cross-functional team coordination and management, supporting projects of all sizes for continuous improvement. She has extensive experience in all levels of factory audit preparedness and engineering environments.

Ms. Gormley holds a bachelor's degree in Anthropology and Management Information Systems, and a Master of Business Administration degree, all from the University of Arizona.

Maytelin Herrera-Batista

Quality Auditor, Sr. Staff, Quality Audit and Integration, Lockheed Martin

Ms. Maytelin Herrera-Batista is a Sr. Staff Quality Auditor at Lockheed Martin Aeronautics Company in Fort Worth, TX, with 20 years of experience in the aerospace industry. Her expertise in Quality Assurance spans auditing, process improvement, root cause and corrective action, and statistical analysis.

Ms. Herrera-Batista is actively involved in various industry projects, including IAQG writing teams, serving as a voting member of the Americas Certification Oversight Team (ACOT), participating in the IAQG Space and Defense forum, and acting as the AAQG Communication Chair. She is a Lifetime member of the Society of Hispanic Professional Engineers (SHPE). Her certifications include Lean Manufacturing, Aerospace Experience Auditor, and IAQG CO Assessor.

Ms. Herrera-Batista holds a Bachelor of Science in Industrial Engineering from the University of Puerto Rico, Mayaguez Campus, and a Master of Science in Operational Management from Rensselaer Polytechnic Institute in Hartford, CT.

Rob Zifer

Director of Corporate Supplier Quality,
Northrop Grumman

Mr. Rob Zifer serves as the Corporate Director of Supplier Quality at Northrop Grumman. In this role, he is responsible for overseeing people, processes, and tools across the corporation to ensure the highest value in Supplier Quality, supporting all programs. His responsibilities also include strengthening SQ collaboration across all sectors and functions, as well as implementing best practices for harmonized processes.

Mr. Zifer has over 23 years of experience in the aerospace industry, beginning his career in the U.S. Navy as an Aviation Electrician on F/A-18 aircraft, both land-based and afloat. He is an Operation Iraqi Freedom veteran, having been deployed to the Kuwait/Iraq border as a Customs Agent in 2007.

Following his military service, Mr. Zifer began his career with Northrop Grumman's AS sector as a Reliability Engineer on the F/A-18 program. He then transitioned to Supplier Quality as a Quality Field Engineer, responsible for the quality of all Northrop Grumman suppliers in Georgia. In 2015, he joined the Strike program, leading the establishment of Tier 1 suppliers and driving initiatives to support First Time Quality and On-Time Deliveries.

Mr. Zifer has also held various leadership roles, including AS Supplier Quality Field Manager, AS Director of Supplier Quality Field Operations, and Acting Director of Supplier Quality for Northrop Grumman's AS sector. Additionally, he served as the Supplier Performance and Field Operations Director for Raytheon Intelligence and Space.

Mr. Zifer holds a Bachelor's Degree in Technology Education and Training from The Ohio State University, and a Master's Degree in Systems Engineering from Stevens Institute of Technology.



2:00 - 4:45 pm

SESSION 4B WORKSHOP**Past, Present, and Future From a
Young Quality Professional**

Abstract: Join our Young Quality Professionals (YQP) Workshop as we welcome back past YQP attendees of CQSDI for a collaborative discussion. We will explore their initial experiences in Quality, their current positions, and their future career paths in Quality (or why not in Quality).

This workshop will facilitate discussions on various topics, allowing YQPs to share lessons learned and how these can be applied into today's work environment. The workshop will incorporate round table discussions with CQSDI attendees. Following the discussions, groups can share important items discussed at their table for further reflection among the entire audience. To conclude, YQP's will deliver a key message on what it takes to attract, retain, and grow a YQP in the Aviation, Space and Defense Industry.



Lindsey Shaw

Associate Director of Quality and Mission Assurance, RTX

Ms. Lindsey Shaw is an Associate Director at Raytheon, an RTX business. She leads the management and improvement of Raytheon's Corrective Action system, including maturity assessment, training development, and identification of negative trends requiring systemic project deployment. As an RTX CORE Expert, she is certified in Lean, Six Sigma, and Problem Solving.

With 19 years of experience in the aerospace and defense, Ms. Shaw began her career at Raytheon Technologies as a Materials and Process Engineer after earning BS and MS degrees in Chemistry from Northern Arizona University. She transitioned to Quality and Mission Assurance, progressing through roles of increasing responsibility, including Program and Factory Quality Management, and achieving certification as an Aerospace Experienced Auditor.

Ms. Shaw has served as the Raytheon Nadcap Management Council representative and Metrics Committee Chair, and on the Board of Directors of the Southwest Alliance for Excellence. She is a graduate of the Raytheon Engineering Leadership Development Program and the Raytheon Leadership Excellence Program and a member of the 2024-2025 Chief Engineer Development Program cohort.

Christine Chavez

Graduate Student, University of Mississippi

Ms. Christine Chavez recently graduated from the University of Mississippi with dual bachelor's degrees in Accounting and Public Policy. She is pursuing a Master's in Accountancy and Data Analytics and plans to complete the CPA exam by Summer 2025. While at Ole Miss, she served as the Student Body's Internal Comptroller, honing her leadership and financial skills.

In 2022, Ms. Chavez interned with J.P. Morgan Investment Banking, creating and editing Discounted Cash Flow (DCF) models and presenting financial analyses. In summer 2024, she interned with Crowe LLP as a PS ACA Risk & Compliance Intern in Austin, Texas. She analyzed control environments, assessed regulatory adherence, and implemented business process improvements for clients across various industries. She also created reports, collaborated with clients and colleagues, and presented solutions to senior management, gaining experience in financial modeling, internal audits, and data analytics regulations. Following her successful internship, she accepted a full-time Risk Management Consultant position with Crowe LLP, starting in August 2025.

A 2020 graduate of Hernando High School, Ms. Chavez completed high school a year early. Her career demonstrates a commitment to integrating her accounting, data analytics, and risk management expertise to develop innovative solutions for businesses.

Mike Castellinos

Quality Engineer, Northrop Grumman

Mr. Michael Castellanos is a Quality Engineer at Northrop Grumman in Apopka, FL. In his role as a Supplier Quality Engineer, he collaborates with program-critical suppliers, ensuring accountability and overseeing program-specific Material Review Board (MRB) efforts. He also leads multiple Root Cause and Corrective Actions (RCCA) and contributes significantly to the Vendor Material Disposition Area (VMDA) responsibilities.

Mr. Castellanos holds a Bachelor of Science in Mechanical Engineering from the University of Massachusetts Amherst and has over a year of experience in the aerospace and defense industries.



Haedyn Buchanan

Quality Assurance Specialist,
Space Dynamics Laboratory

Ms. Haedyn Buchanan is a Quality Assurance Specialist at the Space Dynamics Laboratory. A recent graduate of Utah State University with a degree in Technical Communication and Rhetoric, she began her journey at Space Dynamics in 2021 as a Quality Assurance Assistant while completing her studies. Working within the internal Document Control system provided valuable insights into the meaning of Quality Assurance within a company.

Driven by a desire to help others understand processes and procedures, Ms. Buchanan pursued a Quality Certificate from Utah State University. This program covers key Quality Assurance functions, including initiating NCRs, performing internal audits, and utilizing root cause analysis tools. In January 2024, she was promoted to a full-time position, balancing her studies with her work responsibilities to complete her bachelor's degree. She is currently finishing her Quality Certificate to further enhance her expertise. Her passion for helping others with their projects and processes has solidified her belief that Quality Assurance is her ideal career path and a critical aspect of any successful organization.

Kruthiik Majeti

Graduate Student,
University of Central Missouri (UCM)

Mr. Kruthiik Majeti is a graduate student in Industrial Management at the University of Central Missouri (UCM). He has a strong foundation in aerospace engineering, having earned a Bachelor of Technology in Aerospace Engineering from GNA University, Phagwara, where he graduated in the top 10% of his class.

Currently, Mr. Kruthiik serves as a Graduate Assistant at UCM, supporting curriculum development, student engagement, and research activities while honing his cross-functional collaboration skills. Recently, he participated in the ASQ 2024 Technical Conference, where he presented a poster on cost reduction in hydrogen production, securing 3rd place in the competition.

Mr. Kruthiik is now seeking a Quality Internship in the aerospace sector for Summer 2025 to leverage his skills in waste reduction, root cause analysis, and process optimization.



2:00 - 4:45 pm

SESSION 4B WORKSHOP**Leveraging the Interrelation of Quality and Safety to Achieve an Effective Culture**

Abstract: Recent events in the aerospace industry have sparked increased discussions around “Quality Culture” and “Safety Culture.” These discussions have become more frequent due to various incidents, often leading to independent reviews, process changes, and heightened scrutiny regarding process compliance. While well-defined Quality Management Systems (QMS) and Safety Management Systems (SMS) are crucial for organizations that develop, produce, or operate complex systems, they may not be sufficient on their own. The underlying proactive culture can provide the strongest foundation for success.

This workshop continues the evolution of the Quality Culture Workshop, which was highly rated at the 2023 and 2024 CQSDI. It offers an immersive, hands-on, interactive experience, beginning with a fresh review of the relationship between QMS and SMS and the importance of a strong cultural foundation. Attendees will gain tools and strategies to build a successful and effective culture, explore the interrelation of quality culture and change management, and see concrete examples of successful culture change. Additionally, strategies and tools will be shared to help ensure your organization’s Quality Culture continuously improves to meet or exceed your expectations.

**James Wade**

Engineering and Mission Assurance Leader

Dr. James W. Wade has an extensive and distinguished career in the aerospace and defense industry, encompassing roles in government, federal research and development, education, and the private sector. Most recently, he served as the Corporate Vice President for Quality & Compliance at Raytheon Technologies. In this capacity, he collaborated with leadership across quality and mission assurance, engineering, supply chain, operations, and program management to deliver products and services that contributed to customers’ mission success. He joined Raytheon in 2010 as Vice President of Mission Assurance, overseeing end-to-end mission assurance, quality, supplier quality, and continuous improvement across the enterprise.

From 2006 to 2010, Dr. Wade was the Head of the MIT Lincoln Laboratory Safety and Mission Assurance Office, where he enhanced their system and component development capabilities in project hardware, software, integration, and quality. He established the Laboratory’s first Mission Assurance capability, implementing a quality management system compliant with the AS9100 industry standard.

Prior to that, Dr. Wade held critical leadership roles at NASA from 1993 to 2006, including Manager of the International Space Station Safety and Mission Assurance/Program Risk Office, along with several technical and engineering positions. Among his key duties, he led and executed integrated safety and risk analyses, affirming the necessity to continue manning the ISS immediately following the Columbia accident.

Dr. Wade earned his doctorate in aerospace engineering sciences from the University of Colorado, Boulder. He also holds a master’s degree in aeronautical and astronautical engineering from the University of Illinois, as well as both an MBA and an MS in space science from the University of Houston-Clear Lake. He completed his bachelor’s degree in physics at Gustavus Adolphus College.

A registered Professional Engineer in Texas and an ASQ Certified Manager of Quality/Organizational Excellence, Dr. Wade received an Executive Certification in Technology, Operations, and Value Chain Management from the MIT Sloan School of Management. He is also a Certified Instrument Flight Instructor and a Commercial Pilot.

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