

2003 Showcase in Excellence Awards Recipient Bay State Milling Company-Tolleson, Arizona



Quality Assurance Staff at Bay State Milling Company

Company Information:

Highest Ranking Official:
Brian Rothwell-President

Contact Person:
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Type of work:

Bay State Milling Company produces a variety of flours manufactured to satisfy each customer's specifications and end use in the Arizona and Southern California market region. The variety of flour produced includes all purpose flours, tortilla flours, bread flours, frozen dough, roll flours, noodle flours, pretzel flours, cake and pastry flours, and pasta flours.

Workforce: 37

Testimonial of Value of Arizona State Quality Awards Program:

"The implementation of Bay State's Integrated Quality System has been the key component in synthesizing the entire production process and instrumental in the improvement of product quality and customer satisfaction. With the implementation of the Integrated Quality Program, every process, procedure, job description, and plant program is thoroughly documented. The Integrated Quality Program provides a framework for a very active, fundamental, and comprehensive quality approach for all plant operations. The effectiveness of the Integrated Quality Program is an important factor in bridging organizational department boundaries and has resulted in a trend of consistent score improvement of bi annual 3rd Party Quality related audits. These required third party audits are reflective of the quality and general manner in which the entire production operation is managed.

Bay State Milling's participation in this Showcase Process has provided plant management with valuable feedback with regard to improved focus and continuous training relative to all plant related processes and personnel."

-Terry Davis, Plant Manager, Tolleson, Arizona

Highlights of Organizational Process:

- During the past 15 years there have been many critical changes within the milling industry that have required food producers to alter their production approaches to their business.
- A wave of consolidations within the industry that can only be characterized as "survival of the fittest" has created a very competitive environment in which to conduct business.
- Because of the impact of technology and communications improvements, all food producers now work in an environment in which commerce is conducted without borders and in a worldwide distribution network.
- Consumers today want ready to eat foods and this creates more stringent requirements on raw material procurement, processes, and products in terms of consistency and predictability.
- Consumers today are more informed relative to issues such as microbiology, allergens, and environmental issues.
- The regulatory environment is also much more sophisticated and deals now with more social and economic issues than in the past.

- In the past, Plant Quality Programs were not documented well and tended to be administered separately by each plant department with little concern about how each department program affects either the other departments or the operation as a whole.
- These quality programs were segmented and managed as a separate entity with no formalized management structural support.
- These programs tended to be “hit and miss” in nature and could not deliver the demands of the new business environment described above.
- The Integrated Quality System is based on ISO 9000 principles and integrates all of the key production quality processes such as raw materials, product specifications, process documentation, position documentation, sanitation programs, foreign materials control, cleaning procedures, pest controls, standard operating procedures, hazard analysis program, and a management structure that organizes these efforts in a multidisciplinary fashion.



- In general, the Integrated Quality Program places great emphasis on self inspection, training, documentation, and most importantly it provides an effective way in which to measure total plant performance in all production related operations.
- Since Bay State Milling has adapted the principles of the Integrated Quality Program in 1999 average 3rd party audit scores of ratings of superior have improved by 87% to an average of 906.
- The represents an average that is in the superior range.
- The overall impact of the implementation of this program has resulted in elevating the average third party audit score one entire level from excellent to a superior rating.