



# Contents



## [Root Cause Corrective Action - Nadcap Style](#)

Is it time to revisit your understanding of RCCA to make sure you are addressing every expectation?



## [The Internal Audit More than Measuring Compliance](#)

An internal audit is more than a check box exercise - it can have a real impact on how you work



## [Training at the Nadcap Meeting in Pittsburgh](#)

Check the schedule to see which of the training sessions will benefit you the most



## [Learning Packages](#)

There are many opportunities to save money while you train



## [Meet the Instructor](#)

Sergio Dominguez tells how he started teaching with eQualLearn



## [What are Coatings? In relation to Nadcap](#)

Coatings in Nadcap is more specific than you may think

# Root Cause Corrective Action

## Nadcap Style

**ROOT CAUSE CORRECTIVE ACTION FOR NON-CONFORMANCES HAS LONG BEEN A REQUIREMENT FOR THOSE WORKING IN INDUSTRIES WITH CRITICAL PROCESSES. IT IS A PROCESS OF DETERMINING THE CAUSES THAT LED TO A NONCONFORMANCE OR EVENT AND IMPLEMENTING CORRECTIVE ACTIONS TO PREVENT A RECURRENCE OF THE EVENT.**

Submitting full and complete responses will aid in acceptance of your responses, shorten the cycle time for accreditation/approval, and provide you with a powerful continual improvement tool. All of these requirements are met within a corrective action process that addresses:

- Containment
- Problem definition
- Analysis
- Solution
- Assessment

### Containment Action

Containment action is the first step in this process. These are the actions taken immediately after

you become aware of the event to stop the event from occurring and preventing or minimizing any impact from the event. You contain the problem and the effects prior to beginning corrective action. Put out the fire, assess the damage, contain all effect, and notify as appropriate. These steps are the actions taken to bring the noncompliance into compliance. Each of these steps should be described in detail. Advise exactly what steps you took to stop the event from occurring, what was the impact and how you determined this.

### Problem Definition

Corrective action begins with clearly defining the actual problem. The steps involved in problem definition are forming the team, identifying the problem, and gathering and verifying data.

- Forming the Team- Assigning the wrong personnel to corrective action projects is a common problem. A team of stakeholders in the problem should be assembled. These are the people who know the process, have the data and experience, and they are the ones will have to implement the corrective actions. Without the full support of the stakeholders, long-term solutions are not likely. Once the stakeholders are identified, consider if additional expertise is needed. If so, the team may



need to include qualified team members or ad-hoc members who, while not stakeholders, can contribute information, technical expertise, management support, or offer advice. Please note that the stakeholders and qualified members may change as the team gains more information and data. Clarifying the problem or additional problems may surface involving additional stakeholders or require additional expertise.

- Identifying the Problem- In order to fix a problem, it must be clearly and appropriately defined. Frequently, the non-conformance identified is not really the problem, but the symptom of the problem. Consider the scope of the problem, what is affected by it, the impact on the company, and how often the problem occurs. Once the problem is defined, it must be clearly stated in simple terms.
- Gathering and Verifying Data- When the problem is identified, it is time to begin data collection. Data has a shelf life, the longer you wait the more difficult it becomes to obtain good information. Data can include location, names of personnel, equipment to name a few. Once gathered, verify the accuracy of the data. Cause analysis is performed based on fact. Remember, if you don't look, you will not find the problem.

### Analysis

The analysis can begin when the problem is identified and preliminary data has been gathered and verified. There may be no contributing causes, but there is always a root cause – the best and logical place to stop as identified by the team. There may be multiple root causes. Each cause

## Do not commit to actions that the team cannot deliver

should be analyzed and worked down to its' logical end. Many of these identified causes, may not directly relate to the problem, but point to issues that still need to be addressed to prevent future problems. The root cause of the chain with the highest priority should be identified as the Root Cause in the format required. The contributing causes between the root cause and the direct cause may be included to clarify your analysis process. While we use the term 'Root Cause' in the singular, remember that there will always be two relevant questions to address for each event - Why did the event occur? and Why was it not detected (earlier)? Addressing both for a complete solution usually leads to two Root Causes.

### Solution

Some of the problems have been fixed as part of containment, but now it is time for root cause preventive action. Preventive Action is a series of actions that positively change or modify system performance. It focuses on the systemic change and the places in the process where the potential for failure exists. Preventive Action does not focus on individual mistakes or personnel shortcomings.

### Assessment

The assessment portion of the corrective action process includes

both follow-up and assessment. Corrective actions must be accomplished as stated and someone is responsible to assure that the actions were implemented. When verifying implementation, it is important to take things literally. Do not commit to actions that the team cannot deliver. Once the action has been implemented, you are required to determine that the actions taken were effective. In order to determine effectiveness, you must define the criteria by which you measure effectiveness and what is acceptable. Assessing effectiveness of actions taken will be a significant step in reducing non-sustaining corrective actions.

Following the process described here and documenting your steps will assure that you comply with requirements, and speed the closure of your audit. An effective and robust Corrective Action program promises significant opportunity for continual improvement and overall organizational success.

This whitepaper is available in its entirety on the [Free Whitepapers](#) page of the eQualLearn website. eQualLearn offers both [public onsite](#), and [webinar](#) courses that address RCCA under Nadcap requirements. Please visit the [eQualLearn website](#) for a complete list of upcoming dates and locations.

# The Internal Audit

## More than Measuring Compliance



### THE BENEFITS OF A GOOD INTERNAL AUDIT PROGRAM

The drive to maintain and improve the quality of products and services delivered in technical industries such as aerospace, medical appliances, power generation and transportation is an unrelenting demand on an organization's resources. The challenges of quality management are diverse, ranging from the urgent response to an "escaped" non-conforming part, to the systematic enforcement of practices which form the foundation of a quality system. An "escape" or a customer complaint will demand resources to implement the immediate action. Resource must also be applied to the planned,

disciplined execution of structured procedures that minimizes the risk of such undesirable events occurring.

In order to monitor the conformance and effectiveness of these procedures, an internal audit program must be implemented and maintained. This is one of the most important aspects of a well-planned quality management system. From my own experience, the internal audit program is one activity which often struggles to be resourced and effectively implemented. Falling behind the planned internal audit schedule is not uncommon; missed audits, no improvement actions and poor recording of the audits being the consequence.

Section 9.2 of the 9100 Specification mandates quite

specific requirements to be met for the internal audit program. A comprehensive internal audit of the organization's procedures and processes is a requirement of all other types of quality accreditation. It is universally recognized by standards publishers and accreditation bodies that without a robust internal audit program, the quality system will fail to meet all the standard requirements and the risk of non-conformance will increase. The internal audit program offers more than the proving of compliance; it is one of the best tools for identifying opportunities to improve the quality management system and to meet customer requirements more efficiently and consistently. Investing appropriate resources into a well-constructed internal audit program will minimize waste and rework,

increase conformance and efficiency, reduce customer complaints and audit findings. It also contributes to a reduction of legal liability for the organization where there is an escape of a non-conforming part. The organization's liability will be assessed regarding their due diligence in ensuring customer and statutory requirements were being met. Having a robust internal audit program with documented evidence of corrective actions and improvements is a demonstration of the diligence required to control and contain non-conforming parts.

With such benefits available, why do organizations sometimes struggle to achieve the optimum returns from their internal audit program? The internal audit is an essential and positive aspect of the business activity. Incentive must come from the top management and flow-down to all in the organization. We have witnessed in the latest revision of ISO9001 and 9100 Standard that evidence of top management leadership is a requirement for a quality-oriented company.

Leadership must be demonstrated

by top management to ensure the quality management system achieves its intended results. Also, top management needs to promote improvement. A good, well-resourced internal audit program will provide such evidence. If the benefit of the internal audit program is not fully appreciated by the top management team, this can result in under-resourcing or failure to execute the necessary actions identified during internal audits.

Another factor which can adversely affect the internal audit program is a lack of knowledge on how to develop, implement and record the process. Sometimes the development of the program is considered a simple task that is a by-product of developing a Quality Management System. Also, that it can be managed as an incidental task to the daily and often urgent demands on a quality department. Evidence will demonstrate that training, time and experience are needed to achieve a program that will both satisfy quality standards requirements and really help the organization to improve internal function and customer satisfaction.

### Improving Internal Audit skills

PRI established the professional development program, eQuaLearn, to support Suppliers in the Nadcap program. eQuaLearn provides training courses that aid in developing the knowledge and skills required to achieve an effective internal audit program. Courses are offered in public venues as well as online. Also, an additional option is to have the courses delivered in-house at your organization, by special arrangement with the eQuaLearn team.

There are two interrelated one-day courses, The Internal Audit Systems and The Internal Auditor. The Internal Audit Systems course reviews how to develop, implement and maintain an internal audit program. The course structure includes the following:

- What are internal audits?
- Audit system plan
- Audit focus & approach
- Personal internal audits
- Management support
- System requirements
- Audit checklist
- Internal auditors
- Findings & observations
- Audit report & analysis

eQuaLearn is excited to announce that the [Introduction to PRI/Nadcap](#) webinar is now a streaming course. This complimentary online training is a two-part series that can be viewed at your convenience from the eQuaLearn website. The Introduction to PRI/Nadcap course was developed to assist suppliers in preparation efforts for initial Nadcap audits. This on demand training is conducted by PRI Staff Engineer and eQuaLearn Instructor Susan Frailey. Susan has been an AQS Staff Engineer since 2008 and eQuaLearn Instructor for 10 years. This online streaming course can be viewed on the [eQuaLearn website](#) by going to the Webinar Tab- Quality Webinar- Introduction to PRI/Nadcap page.



The training includes presentations, a case study and examples, also class activities. The objective is to equip and inform participants and let them participate in developing a program and so familiarize them with the necessary techniques.

As the title suggests, The Internal Auditor course focuses on a crucial part of the process, the Auditor. The course includes these topics:

- Auditor integrity and protocol
- Audit preparation
- Meetings
- Gathering information
- Objective evidence
- Writing findings
- Communicating results
- Closing the audit
- Follow-up

Discussion and interactive exercises allow participants to expand their knowledge of auditing and help them develop auditing tools and techniques. This leads to a better understanding of the audit process, also improving interpersonal skills and self-confidence. The result will be more effective audits, clearer findings and greater improvements.

### Nadcap self-audits

During the course of an external audit, the Auditor will often develop an awareness of the organization's approach to the management of quality. This stems from the organization's ability to be objective about its own performance and to always be alert to possible improvements. A rigorous and effective internal audit system is evidence of this and most audits include having sight of internal audit results.

The Nadcap self-audit is an internal audit that uses the appropriate Nadcap Audit Criteria (formerly called checklist) for a special process. eQuaLearn's Internal Audit courses demonstrate how this can be integrated into the internal audit program to optimize the use of auditing resources. The job audits required as part of the Nadcap self-audit will provide validation of many aspects of the quality management system. Referencing 9100, aspects of sections 6. Planning, 7. Support and 8. Operation can be audited during the Nadcap self-audits. A rigorous Nadcap self-audit is without doubt a vital activity to improve the Nadcap audit results. It also can provide a detailed and relevant part of the overall internal audit program.

An effective internal audit program is a cornerstone of any quality focussed organization.

Upcoming eQuaLearn Internal Audit Systems courses will be held in Troy, MI and Birmingham, UK. The Internal Auditor course will be held in Milan, Italy which will be conducted in Italian.

A complete list of all eQuaLearn training dates and locations are available on the [eQuaLearn website](#). Please [contact](#) an eQuaLearn team member if you have any questions or would like assistance with registration.

Article written by:  
Paul Huyton  
Quality Instructor  
for eQuaLearn.



# eQuaLearn Membership

[eQuaLearn Membership](#) is a prestigious association with an international organization dedicated to developing quality professionals and improving special process technical skills. Membership is a powerful and efficient way to support the need for continuous staff development and improved productivity. Membership is available for anyone interested in advancing their learning in the quality or special process field. If you are a quality manager, engineer, or employee in any department related to quality or special processes, there is an eQuaLearn membership level to help you and your company meet your educational goals. eQuaLearn Membership provides a way for both companies and individuals to achieve their professional development goals.

### Benefits of Membership

- Allow companies to invest in staff development
- Provide customized benefits and options
- Offer increased levels of service
- Generous discounts and preferential rates

[Learn more](#)

# Training at the Nadcap Meeting Pittsburgh, October 2019



At the October 2019 Nadcap meeting in Pittsburgh, eQuaLearn will change the way we deliver training. We will be implementing a new registration process to ensure participation and deliver a better customer experience. To secure your course registration, a \$50 USD fee will be applied at the time you register to attend the course.

After the course, you will be refunded with a \$50 USD discount voucher which can be redeemable on a future eQuaLearn course. This complete notification can be viewed on the [Nadcap registration page](#) of the eQuaLearn website.

Please feel free to [contact](#) the eQuaLearn team if you have any questions or feedback.

eQuaLearn is on [LinkedIn](#) - please follow us to keep up-to-date with our news.



# Training Schedule in Pittsburgh

Course Title	Course Summary	When
Nadcap Audit Preparation	Provides a complete overview of Nadcap requirements related to the audit.	October 21 (1:00pm- 4:00pm)
Root Cause Corrective Action (RCCA) Nadcap Style	Provides a clear understanding of the basic concepts of (RCCA) and application of how to apply those concepts to eliminate errors and defects. This training also provides a basic understanding of the requirements needed to respond to a Nadcap audit non-conformance (NCR).	October 21 (1:00pm- 4:00pm)
Nadcap & Quality for Quality Engineers	Designed for those seeking support in qualifying for Nadcap Approval and are oriented to cover the basics of the specifics for the role.	October 22 (8:00am-5:00pm)
Nadcap Audit Criteria Review: Chemical Processing	This course is designed to provide a complete overview of Nadcap requirements related to the Chemical Processing audit and is conducted by experienced instructors. All instructors are experts in Nadcap Chemical Processing requirements. <ul style="list-style-type: none"> <li>• Present the structure and format of a Nadcap Chemical Processing audit</li> <li>• Assure an understanding of the content and intent of all sections of each AC7108 Audit Criteria series used during a Chemical Processing audit</li> </ul>	October 22 (8:00am-5:00pm)
Internal Audit Systems Overview	Assists in the process of building an internal audit system and how to structure the key elements of the system for success while also explaining the vital relationship between Quality and Management.	October 23 (8:00am-11:00am)
Process Failure Modes and Effects Analysis (PFMEA)	Presents the use of PFMEA as a part of Advanced Process Quality Planning in the Aerospace Industry, as suggested by the IAQG and required by vehicle builders. It describes the concepts of PFMEA, how it fits into Quality Planning, how it contributes to Risk Management. Participants will receive a certificate of completion.	October 23 (8:00am-5:00pm)
Contract Review for Aerospace Suppliers	Shows Contract Review as a multi-disciplinary process which should ensure that all potential problems are identified and addressed before any commitment to supply is made. This course describes what must be done. The requirements are explained and illustrated by discussions around common problems and weaknesses. Participants will receive a certificate of completion.	October 23 (1:00pm-4:00pm)
Nadcap Audit Preparation	Provides a complete overview of Nadcap requirements related to the audit.	October 24 (10:00am-1:00pm)

# Learning Packages

## An Overview

**EQUALEARN'S LEARNING PACKAGES ARE DESIGNED TO PROVIDE A FLEXIBLE, CUSTOMIZED, COST SAVING APPROACH TO TRAINING. LEARNING PACKAGES CAN BE UTILIZED BY THE SAME OR MULTIPLE PARTICIPANTS ATTENDING ONE OR MORE TRAINING SESSIONS.**

eQuaLearn is excited to offer new learning packages that are designed to provide a flexible, customized, cost saving approach to webinar training. A package can be utilized by the same or multiple participant(s) attending one or more training session(s) within a year.

eQuaLearn Learning Packages include three different options that can be purchased by either an individual or company: Essentials (3 webinar registrations), Plus (6 webinar registrations), and Premium (12 webinar registrations). The eQuaLearn webinars listed below can be mixed and matched to create a learning package:

- Quality webinars were developed to help Quality Managers and Engineers in their role. These webinars include RCCA Nadcap Style, Contract Review, Internal Audit Systems Overview, AC17004 Expectations, AS9100, Effective Aerospace Outsourcing & Nadcap Audit Preparation.
- A series of Heat Treatment webinars were developed to answer a need for more specific Heat Treat training. The series includes webinars on Basic Heat Treatment and Basic Metallurgy, as well as, specialised topics like Heat Treatment Control & Inspection, Alloy Steels, Stainless Steels, Diffusion Processes, Nickel Based Alloys, Titanium Alloys, Aluminum Alloys, and Brazing.
- Two NDT webinars are available, AC7114 and Nadcap Penetrant & Magnetic Self-Audit Risk Assessment.

All Learning Packages have the option to add additional learning paths with the intent to provide flexibility to companies in terms of training opportunities. These “add-ons” provide discounted registrations to public courses. The Essential package offers access to two public courses, the Plus package enables an individual or a company to register to four public classes, and the Premium package allows eight registrations, all at a discounted price. The learning packages were developed to provide our customers with an opportunity to not only attend the webinar trainings, but to also attend the full day training courses at a reduced rate.

An eQuaLearn team member would be happy to help you discover which Learning Package is right for you or your company. Contact us at [eQuaLearn@p-r-i.org](mailto:eQuaLearn@p-r-i.org).

# Learning Packages

## Cost Tables

Learning Packages	Essentials	Plus	Premium
Webinars	3	6	12
Public Sessions (Customize Learning Path)	Any 2	Any 4	Any 8
Learning Package Cost	\$500 + Learning Path Option(s)	\$950 + Learning Path Option(s)	\$1,950 + Learning Path Option(s)
Potential Cost Savings	Up to \$350	Up to \$998	Up to \$1,946

Learning Path Option(s) (Public Sessions)	Essentials (Select 2)	Plus (Select 4)	Premium (Select 8)
Quality	\$450	\$425	\$425
Nadcap Audit Criteria Review	\$495	\$465	\$465
Nadcap Audit Preparation	\$675	\$635	\$635
Introduction to Pyrometry	\$899	\$849	\$849
Special Process	\$720 - 1,125	\$680 - 1,063	\$680 - 1,063

# Meet the Instructor

## Sergio Dominguez

**MY NAME IS SERGIO DOMÍNGUEZ. I HAVE A BACHELOR OF SCIENCE DEGREE IN CHEMISTRY AND I HAVE BEEN WORKING IN THE AEROSPACE INDUSTRY SINCE 2005 IN THE MATERIALS AND SPECIAL PROCESSES AREA. CURRENTLY I AM AN EQUALEARN INSTRUCTOR FOR THE NADCAP AUDIT PREPARATION- CHEMICAL PROCESSING COURSE IN SPANISH AND TRAINING TO BECOME AN INSTRUCTOR FOR CONTRACT REVIEW AND ROOT CAUSE CORRECTIVE ACTION.**



I had my first contact with eQuaLearn during a Nadcap Meeting 10 years ago, when I attended an Internal Auditor course given by Martin Bridge. Years later, I heard through a colleague that an instructor was needed for the training courses in Spanish, so I decided to apply for the position to be able to share my knowledge and experience with other auditees.

I am currently the Technical Director of Canagrosa, an aerospace technological center based in Spain. Canagrosa was the first independent laboratory accredited by Nadcap in Spain 15 years ago for Chemical Processing and also holds Nadcap accreditation for Material Testing Laboratory since 2014. In addition to the preparation of Nadcap audits, I have experience preparing audits for other certifications and accreditations such as EN 9100, ISO 9001 and ISO / IEC 17.025.

I have collaborated with the Nadcap Supplier Support Committee (SSC) in different Nadcap meetings giving some presentations for new suppliers such as “Keys to a Successful Audit”. Recently I have collaborated in the preparation of the SSC Handbook that was presented at the Nadcap meeting in Paris, a practical tool with a lot of information for auditees.

Along with Chemistry, my other passion is music. I have a great collection of musical instruments and vinyl records, although my main hobby now is trying to get my 3-year-old son to play some notes on one of my guitars.

I look forward to meeting eQuaLearn participants in October 2019, when I will be teaching the [Nadcap Audit Preparation – Chemical Processing](#) course in Sevilla, Spain.

# What are Coatings? In Relation to Nadcap

**THE NADCAP COATINGS (CT) TASK GROUP DEFINITION OF COATINGS IS A SMALL SUBSET OF WHAT WOULD BE CONSIDERED A COATING IN REAL WORLD APPLICATIONS. WHEN LOOKING AT COATINGS BASED ON THE EVERYDAY DEFINITION OF THE TERM, MOST PEOPLE WOULD THINK ABOUT PROCESSES SUCH AS PAINTING, PLATING, AND ANODIZING. HOWEVER, WITHIN NADCAP, THESE APPLICATION TECHNIQUES ACTUALLY FALL WITHIN THE CHEMICAL PROCESSING (CP) TASK GROUP.**

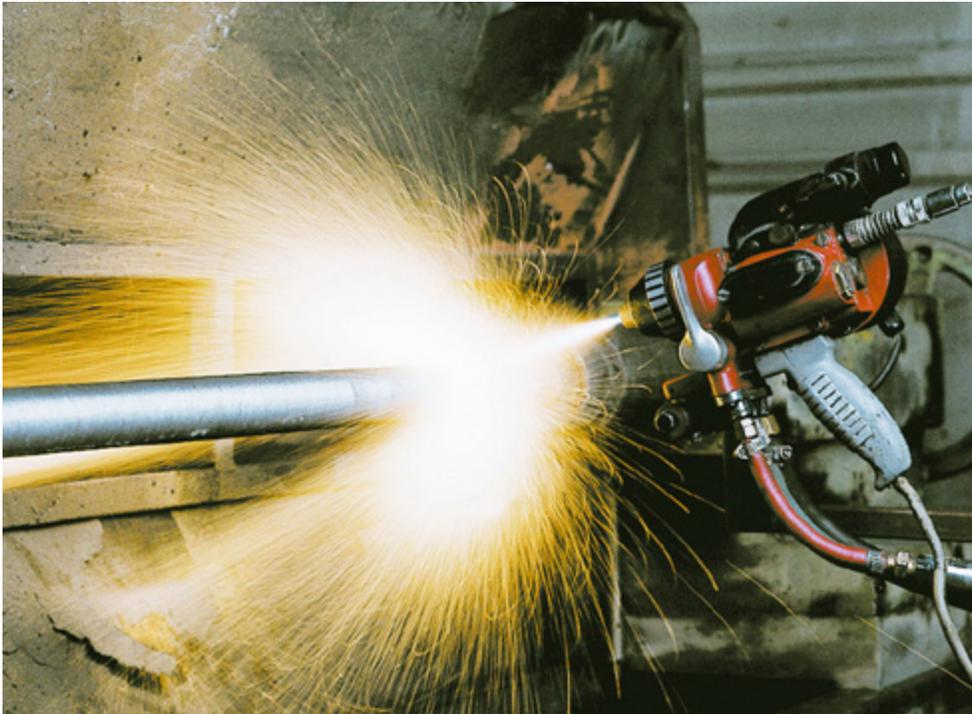
The CT Task Group focuses specifically on three types of coating technology used to apply a metal coating on a metal substrate. These technologies consist of Thermal Spray, Vapor Deposition, and Diffusion coating applications.

Thermal Spray involves the use of a high temperature flame or plasma beam to melt a wire or powder that is fed into that heat source. The melted particles are carried through the flame or beam to the substrate some distance away. When contacting the surface of the substrate the coating material cools and solidifies on the surface.

Within Thermal Spray, the CT Task Group currently accredits facilities to perform coatings using Oxy Fuel (Powder and Wire), HVOF/HVAF (High Velocity Oxy Fuel/High Velocity Air Fuel), Plasma, LPPS (Low Pressure Plasma Spray), Electric Arc Wire, and Detonation Gun applications. These technologies differ based on the type of material (powder versus wire), melting method, and delivery technique.

Vapor Deposition is a process where parts are loaded into a coater with a coating material, ensuring that there is sufficient spacing so that the areas to be coated are not shielded in any way. The coating material is then heated until a gas vapor is formed.





That vapor fills the chamber. Once coming into contact with the substrate surface, the vapor cools and deposits as a thin coating. This vapor deposition can either be accomplished through a physical heating of the coating material (Physical Vapor Deposition – PVD) or chemical reaction of the coating material (Chemical Vapor Deposition – CVD). PVD can be accomplished via Arc, Sputtering, or Electron Beam, which differ in terms of the method of heating and the coating material type.

Diffusion coatings are a subset of coatings that can be accomplished via a variety of technologies. The distinguishing characteristic for diffusion coatings is that unlike Thermal

Spray and Vapor Deposition, which form a coating with a distinct interface with the substrate that is only a mechanical bond between the two, diffusion coatings interact with the substrate and being to diffuse into the surface, creating an intermediate layer that is composed of both the coating and substrate materials.

Diffusion coatings are processed by either placing the parts in or above the pack coating material in a tradition diffusion reactor, but diffusion can also be performed using CVD for aluminide coatings or Spray, Dip, or Brush Slurry processing. In all cases, the general concept is that the coating material applied to the surface and subsequent heating allows the material to diffuse into the surface creating a diffusion bond.

This article was taken from a section of the “Nadcap Coatings Audit Insight” article written by PRI Staff Engineer Justin Rausch for the March 2018 Nadcap Newsletter.

## Want to learn more?

eQuaLearn just released a new streaming course, “Introduction to Coatings”. This short on demand training provides a brief overview of “What are Nadcap Coatings?” and the three most commonly used Audit Criteria: AC7109 Rev F, AC7109/1, and AC7109/5. To view this streaming course, please go to the [eQuaLearn website](#).

# Chemical Processing Open Discussion Forum

**ON MONDAY, 3 JUNE 2019, EQUALEARN HELD A CHEMICAL PROCESSING FORUM AT THE PARIS NADCAP MEETING TO SUPPORT THE EUROPEAN SUPPLIERS.**



“Very informative course highlighting the key requirements for compliance with Nadcap Chemical Processing requirements “

“Very good tempo! Questions were easy to ask, and answers were always relevant – breaks at the right time”

The forum addressed the following:

- Most common Chemical Processing Nonconformances
- Highlighted major sections in AC7108
- Tips on conducting job audits as part of the self-audit
- A supplier’s perspective regarding how to prepare for a Nadcap Audit

The forum was conducted by eQuaLearn Instructor and Lead Nadcap Chemical Processing Auditor, Neil Cowan, and PRI Chemical Processing Staff Engineers, Nigel Cook, Ethan Atkins, and Christine Nesbitt.

Additionally, the Chemical Processing Chair, Steven Starr (Honeywell) and Vice Chair, Shawn Vierthaler (Spirit AeroSystems) and nine Nadcap Subscribers from companies including Rolls Royce, Safran, Collins Aerospace and Lockheed Martin were available to answer questions from attendees.

# Our Team

If you are registered to attend the Nadcap meeting in Pittsburgh in October 2019, please visit the eQualLearn Helpdesk to discuss public, hosting or onsite training opportunities with the team.



**MICHELE STEFANCHIK**  
MANAGER



**CRYSTAL KURTYKA**  
SPECIALIST

For any additional questions regarding training, please contact an eQualLearn team member at [eQualLearn@p-r-i.org](mailto:eQualLearn@p-r-i.org) or visit our website [www.eQualLearn.com](http://www.eQualLearn.com).



**STACEY ALLAN**  
COORDINATOR



**CELIA ALVAREZ RAMOS**  
ADMINISTRATOR



**STEPHANIE LABOURDIQUE**  
COORDINATOR

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