



Quality Connection

Official Newsletter of the Baltimore Section, ASQ
March 2001

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**Support your local Section this year.
Attend monthly Section meetings.**

Quality? Absolutely!

Frank Vojik

Most of us work for organizations who set uncompromising standards of performance. This is most often seen in areas such as safety, health, and environmental concerns. For instance, most manufacturing companies have strict standards for safety compliance, such as the use of personal protective equipment and compliance with safety rules. Other organizations have strict rules for compliance to the environmental standards and codes, even though they may be driven by external or regulatory sources. Health care organizations surely have strict rules for the handling and disposition of medical waste. Companies that deal in the retail sector may have strict codes of conduct and dress for their employees who deal with the public. There are many instances, too numerous to mention here, of standards of performance.

I am a member of a global group of quality professionals in my company, and recently we started to discuss and develop a set of principles that we call "Quality Absolutes." These are uncompromising principles that describe how we will conduct our business in relation to standardized and well-developed quality practices. But, what exactly are absolutes? What are quality absolutes and what do they look like?

An Absolute can be described as those critical few principles that:

- Provide precise direction to all employees on how to conduct business

- Leave no room for compromise - no mixed messages
- Establish standards of performance and conduct

There are several key points in this discussion. The principles are few in number - no more than 3 or 4. Any more than that and the message starts to get muddled. Secondly, there is no deviation from the principles - we do what we say and we say what we do - every time. Third, they establish performance standards for everyone in the organization. Standards should not change from region to region or division to division. Fourth, they should be understood by all in the organization. Here are a few examples of what we have developed as quality standards for our organization.

- Everyone is part of the Quality Improvement Process
- Everyone will base their decisions and actions on facts and data
- We will operate all our processes "On Target"

I'm sure if everyone took a few minutes to think about their own businesses, they could develop a set of Quality Absolutes of their own. Here are some other candidates for absolutes that other organizations, particularly in the service industries, could use:

- All customer complaint investigations will be driven to root cause
- We will strive to understand and reduce variation

(Continued on page2)

Chairman's Message (Continued from page 1)

- All work processes will be flowcharted
- Customer satisfaction is our most important product

The point of this article is not to develop a set of generic quality absolutes, but to get you thinking about the quality absolutes that apply to your organization. What are the things concerning the quality of your services and products that you absolutely will not compromise? What are the standards of quality performance in your organization that leave no room for deviation? What are your personal quality absolutes?

These are questions that all quality professionals should be asking themselves. Need some help? Develop them with the assistance of your coworkers. The ASQ Code of Ethics is a good start. Review and discuss the code and start to develop your own set of "Quality Absolutes."

2001 US Senate Productivity and MD Quality Awards

Applications are now available for the 2001 U.S. Senate Productivity Awards and the Maryland Quality Awards. These awards honor Maryland organizations that have made significant progress in quality and productivity improvement within the categories of manufacturing, service, public sector/non-profit sector, small business, health care and education.

Sponsored by Maryland's two U.S. Senators, **Barbara Mikulski** and **Paul Sarbanes**, the U. S. Senate Productivity Awards are based on the Malcolm Baldrige National Quality Award criteria and are administered by the University of Maryland Center for Quality & Productivity (UMCQP).

The Maryland Quality Awards are based on the same criteria and are also administered by the UMCQP. These awards utilize the same criteria and application process as the U.S. Senate Productivity Awards. They were established to provide a multi-tier ladder for organizations as they move through successive levels of performance excellence

For a copy of the criteria, please call **Nellie Freeman**, Senator Sarbanes' office at (202) 224-4524 or **Trin Intra**, UMCQP at (301) 403-4413. All applications must be received at Senator Sarbanes' office by the close of business on June 30, 2001.

The focus of both programs is not on winning an award but rather recognizing continuous improvement. Additional information on both of these award recognition programs may be obtained from Karina Korenczuk, Manager, Award Programs, UMCQP, at (301) 403-4101.

My Preparation for the CQT Exam

by Ray Cress

Passing ASQ's Certified Quality Technician exam the first time I took it was a pleasant surprise. My preparation for this exam began about seven months in advance when I began reading *Quality Planning and Analysis* by J. M. Juran and Frank Gryna to broaden my knowledge in Basic Quality Concepts. Reading in detail about the Quality Organization, Planning, Control, and Costs early on enabled me to concentrate on my problem areas of Statistical Tools and Design.

Fortunately, there were enough student enrollments to qualify for an Exam Review class. This course used the *CQT Primer* by Bill Wortman and was conducted by **Lloyd Dixon**, the Section Education Chair. The text is available from the Quality Council of Indiana and is designed to give students a basic understanding of the type of knowledge and skills required for passing this exam. In addition, it provides continuity in subject matter and offers practice questions with answers at the end of each section. These practice questions are different from the actual test, preparing the student for understanding and executing the test problems.

Lloyd's instruction concentrated on dissecting each question and discovering what it is asking exactly. Some of the questions are tricky, but knowing immediately how to narrow the possible answers saves time. The statistical aspects of the test caused me the most concern, so I spent several weeks reviewing my mathematical skills. Practicing formula execution on a daily basis helped to make it second nature on test day. My classmate became my study partner, meeting one day a week in addition to the review course. Two weeks prior to the exam, we met twice a week (5 hours each time). Having a study partner showed me my weakest areas.

During the test, if I spent longer than two minutes on a question, I left it and moved on to the next question until I had been through the exam. With the last thirty or forty minutes, I went back, working the more involved questions. When the proctor called "ten minutes remaining," I looked over the most difficult unanswered questions, picked my best guess and carried the same letter choice (letter B) to every unanswered question (about four or five total). I figured my chances of getting one of them correct were good.

I am working towards taking the ASQ Certified Quality Auditor exam in June and am presently taking statistics. Additionally, the statistics will be necessary for Certified Quality Engineer exam that I plan to take later this year.

Gookins' Law: "If Anything Can Go Wrong, It Shouldn't."

by Bud Gookins

Who is Murphy? And why do we blame that poor guy for anything that can go wrong? I think that sometimes it is easier to blame Murphy than to take the time to examine why something went wrong in the first place.

My initial introduction to Murphy's Law was when I was a junior in high school. I bought a used car that had high miles and was ventilated with rust holes. And, if that wasn't bad enough, I bought the car from "Honest Jake's Used Cars!" Clearly a sign of questionable trust.

After almost a week of no problem driving, I then encountered the muffler blowing, the water pump failing and the windshield wiper malfunctioning. "Boy," a friend of mine commented, "If anything can go wrong, it will." That was my first exposure to Murphy, and for some unexplained reason, it felt okay. I could justify this string of bad luck, and there was Murphy always there to take the blame for me now and for any other future mistake I might make. Just accept that if anything can go wrong, it will.

I put Murphy in the same company as Sir Isaac Newton and his apple, and all other nature law scientists. It's just the law of nature and we can expect it to happen "because that's just the way things are."

While in college, I started my quality control career working as a quality technician in a manufacturing company. One assignment I had was to take a random sample of semi-finished product and conduct laboratory testing of several product characteristics. Occasionally I would find a nonconforming sample and write a deficiency report and notify the production supervisor. Back then, we were taught that a 95% conformance rate was acceptable. In fact, it met government standards and was considered a very good quality level. Yet many production supervisors would argue that the acceptable quality level (AQL) was ridiculously too tight and should be relaxed to 90% or even an 80% reliability which is more realistic.

They would contest the rejection and comment that things just happen and there are times that problems just develop in the making of a product, and we must expect from time-to-time to have parts out of tolerance and specification.

Those supervisors' philosophies were akin to our good friend Murphy. Endorsing the concept that it is intrinsic to a process that from time-to-time things go wrong and we must accept that they will. In fact, it is an expectation of the real world, besides 80 or 90% of the product is within the specification requirements,

and that's not bad. As a young engineering student I was taught that we design products usually tighter than needed to provide a safety net for process variation. In other words, we design a bridge four times the maximum weight load, an airplane wing ten times its stress factor, and a dimensional tolerance often time half the actual functional requirement. All because we expect that if anything can go wrong, it will.

So was the production supervisor right? Certainly the engineering studies somewhat support their contentions. Was I wrong to reject parts if one piece out of my 20-piece sample was nonconforming? Perhaps the foreman was just being practical and I was being unrealistic.

I was almost becoming a disciple of this manufacturing position when all of a sudden something happened to forever change my course of thinking — payroll made a mistake! Instead of deducting five dollars a week for health insurance from each employee's paycheck, accounting deducted five dollar and fifty cents. Everyone was in an uproar demanding immediate correction and many employees demonstrated verbally how discouraging that this had happened and that the company was trying to cheat the workers. The same production supervisor that vocally endorsed a 10% rejection factor for manufacturing was now a strong contender that there was absolutely no excuse for payroll's screw-up, and that accounting should pay more attention to their jobs.

So it was "okay" if production was allowed to perform at a 90% adherence to the requirements; but it wasn't okay if payroll would make a mistake, even if it were the only mistake in the last five years. Or, said another way, 1 in 260 payrolls or a 99.996% effectiveness rate. This was clearly a paradox of standards.

If production believed it was okay to ship ten parts, and that one could be defective or 10% nonconforming but unwilling to accept a fifty cent error that immediately was corrected, leads on to question the reason for their position. Even the government-sampling scheme endorsed a 95% defect rate or 10 out of 200 being bad and still accepts the lot.

From those early days of the late "50's" and beginning "60's" I started challenging the logic of accepting anything less than acceptable parts and continuously improving the system process. And to replace the philosophical concept 'that anything can go wrong, it will' with if anything can go wrong, it shouldn't."

God gave us two eyes and two ears, and only one mouth; so that we could look and listen twice as much as we speak. But most people talk twice as much as they look or listen. This practice, oftentimes, restricts

us from learning, and clearly tells people a lot more about us than we know about them.

When we reduce the amount of time we speak, and increase the time we observe and listen we subsequently strengthen our ability to learn.

A while back I was having lunch with a client. We talked of marketing strategies, we talked of production outputs, and we talked of his long-term business plan that might involve facility expansion.

As we headed back to the office, he remarked that, while at lunch, the part sitting to our left was discussing a deal for the merger of a local supplier of his that would transfer that operation to an out of state location which could possibly result in the interruption, or increase in price, of a key purchased part he was using in his products. This, of course, could effect his operation. He also commented that he had observed the city engineer, the city development manager and the head of a local civil engineering consulting firm also sitting at a table in the restaurant. He went on to say that a couple of weeks ago he had heard talk of a potential bypass around the city, and that it could intersect a parcel of land that could be purchased which bordered on the north side of the plant. He suggested that, although he did not need the total 25 acres, the time may be right to purchase the land now at the existing price and spin off 5 to 10 acres at the intersection later on at a much higher value.

As we got out of the car I thought he had acquired two bits of information that may be of value to his organization.

As an epilog to these two event of which both became realities:

The local supplier did make the move out of state with little notification to him, but he was able to find another source only fifty miles away as a back-up well before they closed their local facility.

The other event proved to be of equal value. He elected to purchase the 25 acres just north of his plant, using 10 acres for future expansion and selling off the remaining 15 acres that would touch on the intersection of the possible bypass. The project had subsequently been approved and the bypass was completed. He sold off the 15 acres to a fast food restaurant and a hotel chain that more than covered the initial cost of the 25 acres.

Clearly, my client was not the norm. Most people are so busy talking that they at best only hear "bits and pieces" of conversation that could translate to critical information and subsequently significant decision actions.

Was my client an "eavesdropper," an unscrupulous scoundrel practicing bad business ethics? I think not! He simply used his God given abilities; eyes, ears and

reasoning powers to assimilate information that he was exposed to and to subsequently make a decision ("street smart").

"Making decisions" is what leaders are supposed to do. Gather information from as many sources as possible for making informed decisions.

Several years ago I observed a new employee of a manufacturing operation moving material from the production department to shipping. The parts were somewhat fragile, and if not handled with care could be damaged. An automation system had been implemented in the production operation to insure minimum damage to these parts only a year before. The container he was moving toppled over and the parts spilled onto the floor. If this wasn't bad enough he picked up a shovel near by and proceeded to scoop up the parts and put them back into the container, which further damaged the product.

Now, what was wrong with this situation? Two things. First, a great deal of time and money was allocated to design and construct an automation system in the fabrication of this product, only to neglect the material handling function to the next department. The second problem was that virtually no training was given to the new employee and he was ostensibly just trying to rectify an accident.

If the conveyor system could have been extended only twenty feet longer and passed through a wall separating the production department from the shipping department the parts could have been packaged off the line directly saving time, making the operation more efficient and productive, and at the same time significantly minimizing the possibility of damaging the parts by eliminating the exposure to material handling in a confined area.

If a training program had been incorporated into the new employee's work function he would have been aware that the parts were fragile and must be handled with care. Indeed, some people look and see nothing while others look and ask why.

We must encourage employees to observe their job functions and the environment of their job function. Innovation and creation of a better way to perform work and to systematically process work must be encouraged. Why is it that we spend quantum amounts of monies purchasing equipment and facilities to produce product and/or service our customers and allocate time and resources to the strategies and planning of our business, and simply ignore the basic human behaviors of our organizations?

(Could it be that one is capital cost and the other operation cost? We carry human resources as costs rather than investments. How we count and classify shapes our perceptions that result in the decisions we

make.....we need to treat our people as capital assets or investments.....then we will perceive them in a more constructive light and make better decisions as a result.)

People play a key and significant role in the assurance of a quality product and service, and can be the difference between a successful company and a company that is barely staying afloat.

Let me share an event I encountered while on a business trip to a large eastern city a while back. I thought I was special when the maitre' d greeted me at the door of a highly recommended Italian restaurant near the hotel I was staying.

"Hello, good evening, good to see you," he said. I thought he actually remembered me from the previous day, when I came in to find the place absolutely crowded and decided to eat somewhere else. But I had promised to return the following day on the earlier side to be assured a table.

He placed me at a small table near the entrance, and while I was working on a business report, I couldn't help but overhear his greeting of the people coming in. "Hello, good evening, good to see you," he said. Suddenly, the shock hit me. I wasn't special! He actually was not really glad to see me, but was glad to see everyone!

But the place was becoming quite crowded again, and he was placing people at his will at tables convenient to him, and the customers loved it. I had a good meal, the waitress was friendly and I didn't have to wait long for my food. I paid the bill and as I was leaving I passed a group coming in and heard his words echo behind me, "Hello, good evening, good to see you."

Now what have we learned? Was the food exceptional? No! It was very good. Was the price inexpensive? No! It was slightly above average. Was the service exceptional? No! But it was good. Then what was it? It was the company's ability to make the customer important - to feel special.

Everything being equal, this special attention may be that slight edge between being successful and just struggling to get by.

Was this host a phony, playing on the egos of the people? Perhaps, yet they seemed to like it. They felt important and he seemed to enjoy his job. The restaurant was an absolute success with an outstanding reputation.

As we look and listen we can learn to tap into the expectations of our customers. If we know their expectations then we must establish a quality system to assure consistence in meeting that expectation all the time.

Earlier, I mentioned my client's intuitive ability to focus in on what someone else is saying, and I didn't necessarily mean overhearing a conversation. For example, if he is presiding over a meeting or simply involved in an informal conversation, and someone interrupts him or perhaps starts to speak at the same time, he will stop what he is saying and listen to what they have to say.

Time and time again, he did this. So one day I asked him why he does this. And his answer was simply; "If I am talking I cannot learn and when you listen you always learn something."

Today we acknowledge the importance of employee involvement, participative management, continuous improvement, and other techniques to make our organization more productive and more efficient. Yet, in many organizations, higher management lacks the ability to observe the human behavior of their employees and oftentimes fail to carefully listen to what they are saying. Is it then not surprising that many concepts of organizational behavior do not get off the ground?

We must encourage and promote questions and recommendations from our employees if we are to learn beyond the surface of a situation, be it problematical or simply a "best way" condition.

Likewise, we must not repress an employee from asking a question, volunteering a suggestion, speaking a thought - remember, there are no foolish questions, only fools who do not ask. If we treat people like zombies then they will act like zombies, and the organization is weaker by this action. We must tap into our employees' creativity and innovations; we must encourage them to contribute their ideas and their suggestions for the betterment of the organization. But, in order for us to do so, we must first sagaciously be able to look, listen, and learn ourselves.

Today, we live in a fast paced, highly technical world, a world much different than in recent past. I remember as a child reading the comic strip "Dick Tracy" and his two-way video watch and Jules Verne's travel to outer space. The fictional impossible of the past is today's reality. Today we travel to outer space commonly - we can send precise pictures in less than a second anywhere in the world through satellites in space - we can cook a full meal in only a few minutes by microwave - we can perform major medical operations without penetrating the skin by laser surgery - we can talk on a phone without wires while in our cars, in an airplane or, in fact, anywhere - we can send messages, drawings and illustrations to anyone in the world by Fax or the Internet - we can compact thousands of wires into one single cable for telephones or television by fiber optics - and on and on and on.

Virtually every business today uses the computer to disseminate data, obtain response information and monitor systems.

As we enter the beginning of a new century and a new millennium the advancement in technologies will astound us all. Yet the very basic and fundamental concept of communication with people and the foundation for decision making in many ways are still back in the dark ages.

Today we have introduced "Total Quality Management, Reengineering, and Employee Involvement." Are these fads, just another promotional concept, or are these tools used to enhance and strengthen our organizations?

The answer is clear. They are tools, but like any tool we first must know how to use them. If you buy a router, a table saw, or a commercial lathe, and you fail to learn the proper function and method of operations, chance are they will not serve you well, and simply sit unused in your workshop. But, if you learn to properly apply these functions and methods of application you will use the tools a lot and, indeed, see the results of their purposes.

We, as managers, should not buy a canned concept, such as TQM, Employee Involvement, Continuous Improvement, or the like and say to our people 'now go out there and apply them.' Chances are, if we do that, they will die a slow death and be characterized as just another fad. Our employees will not take us seriously next time and instead of improvements in quality or productivity we may only make the situation actually worse.

If we are going to introduce a new concept we must be involve, committed and continuously monitor the application of the concept.

Today, we cannot pick up a business magazine or listen to business news without mention of human behavior as an important contributor to a successful process. We encourage employee empowerment, we encourage continuous improvement by people and process, and we encourage Total Quality Management. But at the same time, we discourage the motivation, innovation and creativity of employees by not providing technical, informational and/or management systematic and financial support.

This lack of support, coupled with the oftentimes negative effects of facility and personnel downsizing, or simply not replacing exited workers, creates an oxymoron environment for the employee to function within and prevents proactive drivers to develop.

We need these proactive drivers if we are to design products that are going to work reliably and dependably all the time. And, we need those proactive

drivers if we are going to produce the product with efficiency and quality assurance as the resultant values!

In summary, executive management must recognize and support, at the highest level, by demonstratively participating in the development and monitoring of a Preventive Management System (PMS).

Only by a "PMS" style can we move from the historically unofficially accepted concept that, "If anything can go wrong, it will" to "if anything can go wrong, it shouldn't."

Dinner Meeting No-shows.

No-shows – people who make dinner reservations but fail to keep or cancel them – create cost problems for our Section. The Section subsidizes the dinner meetings (a portion of the cost is covered by your membership dues) in order to provide quality speakers and meals while maintaining a modest cost per attendee.

The Section must guarantee a minimum number of attendees to the restaurant in advance of the meeting. The number of phoned-in reservations provides the count used to make this guarantee. When reservations are not honored, the Section pays the entire cost of the meal. The Executive Board therefore finds it necessary to bill those no-shows for the costs of the dinner. We do this reluctantly; we don't wish to penalize a member for an honest mistake, or create a disincentive for attending future meetings.

The other side of the coin: people who show up without reservations. The restaurant may lack sufficient food or place settings to serve them. At the January dinner, an extra table had to be set up hurriedly to accommodate the walk-ins. That may not always be possible, and we can foresee the possibility of having to give seating priority to those with reservations.

Thus, you can see the importance of making—and keeping—advance reservations. It helps the dinners run smoothly while minimizing the Section's costs. We ask that you be alert to the need to make reservations, and also to cancel your reservations if your plans change. The Section Voice Mail, (410) 347-1453, is frequently monitored for last minute instructions.

The goal of the Section meetings is to encourage you, along with our other members, to avail yourself of the educational opportunities and network with other members. You are important to us, the Section and ASQ. We value you as a member and we look forward to greeting you at our upcoming meetings.

Sidney S. Lewis, Section Treasurer

IT Excellence Symposium A Big Success

by Ed Gardner

The first Information Technology Excellence Symposium (ITES) was held February 14th and was a "Big Success." The number of participants was not a measurement of this success, but there were in excess of 140 in attendance. The information that was shared and the information that was well received were the true measurements of this success.

The host site, Johns Hopkins University/Applied Physics Laboratory, provided the ITES attendees with excellent accommodations and a central point for the Washington - Baltimore - Northern Virginia (including attendees from Philadelphia and New Jersey) communities. The ITES was represented by the following "Partners in Excellence" organizations: the Washington (0509), Baltimore (0502) and Northern Virginia (0511) Sections of ASQ, Quality Assurance Association of Maryland (QAAM), Software Process Improvement Network (SPIN) organizations (Maryland and DC sections), and Q-labs.

The ITES met its objectives, covering the following focus areas: the Integrated Capability Maturity Model (CMMI), Internet/System Security, and New Technologies, with the latter covering the evolution of agent technology, testing on the web, and adapting software engineering and quality to today's fast-paced environment. A well-received set of presenters participated in the ITES, including: John Paul, Minjoh Technology Solutions, Inc., "Managing Automated Software Testing and the Web"; Winifred Menezes, Q-Labs, "Experiences in Using the CMMI"; Thomas Drake, Integrated Computer Concepts, Inc., "Excellence in Software Engineering - The Heart and Core of IT"; Jim Litchko, Litchko & Associates, Inc., "Principles for Building More Secure Systems"; Assad Moini, Software Productivity Consortium, "Applying Agent Technology"; Michael J. Hillelsohn, Software Performance Systems, Inc., "Event Driven Learning as Part of the Quality Professional's Toolkit"; and Dr. Linda Rosenberg, NASA, "The Science of Software Quality Assurance."

The ITES planning committee is soliciting new member organizations to join the "Partnership" for the next symposium offering. Candidate organizations interested in joining the "Partners in Excellence" organization should contact me at (301)-240-7343 or at gardnere@starpower.net.

We appreciate your support and interest. We hope that you were present at the ITES and received some excellent information.

Plans are nothing. Planning is important. Dwight Eisenhower

Tutorial Meetings

Monthly meetings bring you, our members, topics relating to quality control and assurance, management, and more, and also provide you opportunities to network with others in your field. The tutorial programs both enhance the main topics, and present some of the more technical aspects of quality practice. In the 2000-2001 season so far, we presented these tutorials:

- September: "Sollers Point HS Achievement of ISO 9000" - **Ed Parker**
- October: "DOE in the Medical Device Industry" - **Betty Stephenson**
- November: "Alternate Approach to Reach SQA Goals" - **K. Ostlund** and **Jay Czarnecki**
- December: "Stuffing Santa's Sack" - **Jim Spall**
- March: "TQ Tools: Success Stories" - **Kevin Gilson**

During the scheduled May presentation, **Debbie Smyth**, NIST, will use the tutorial and main time slots to present "Baldrige Best Practices." The January 2001 tutorial time slot was used for an open Section Board meeting, so you could see some of the behind-the-scenes Section management activities.

These tutorials, like the main meetings are to help you. Question: Do they? We need your feedback of both the tutorials and the main meetings. We offer questionnaires to those who attend, but we need to hear from those who do not. Are the topics of interest? Well presented? What topics would you like to hear in future tutorials? Phone or email us your comments and critiques to help the Board as we begin to plan the 2001-2002 programs. Better still, why not join us and help stir the pot.

Sid Lewis, Tutorial Chair, ssjmlewis@email.msn.com

Elaine Wilhelm-Hass, Vice-Chair, EWilhelm-Hass@sierramilitary.com

Frank Vojik, Section Chair, fvojik@mic-usa.com

ASQ - Baltimore Section 0502

THE VISION: *To be the Baltimore Metropolitan Area recognized resource on issues related to Quality.*

OUR MISSION: *To create value for our members and business professionals at large by providing opportunities for professional development, serving as a resource for managing quality in the Maryland community.*

Consumers, by seeking quality and value, set the standards of acceptability for products and services by voting with their marketplace dollars. Ronald Reagan

Energy and Environment Div. National Conference

The Energy & Environmental Division will hold their upcoming national conference in Richmond, VA on August 27-29, 2001 at the Omni Hotel.

The conference theme is "**Adding Value with Quality and Environmental Management Systems.**" There will be two technical tracks that deal with integrating quality, environmental, health and safety management systems. Government agencies working on establishing environmental management systems will find this conference very helpful. Companies working on integrating ISO 9000 and ISO 14000 will likewise find multiple sessions of interest.

There will have two executive panels at the conference, with the following people already confirmed for the panels:

Maureen Sullivan, Director of Compliance for the Department of Defense

Olga Dominguez, Environmental Manager, NASA

William Garvey, Director of Enforcement / Compliance, USEPA

Leah Dever, Manager of Oak Ridge Operations, US Department of Energy

The conference will include discussion groups on quality, environmental, health and safety issues at analytical laboratories, research & development labs, power generation facilities, and at environmental remediation and restoration projects.

By registering before June 1, ASQ members can register for \$595 and non-members for \$670. After June 1, registration will be \$645 for ASQ members and \$720 for non-members. Student registration is \$210. Registration will be through Meeting and Events Management at 800-827-1812.

The full technical program can be seen at the division's web site, www.asq-eed.org

Certification Exam Schedule

Examination	Application Date	Exam Date
CQE/CQA/ CSQE/CQIA	April 6, 2001	June 2, 2001
CQT/CRE/CMI/ HACCP/Quality Manager	August 24, 2001	October 20, 2001
CQE/CQA/ CSQE/CQIA	October 5, 2001	December 1, 2001
CQT/CRE/CMI/ HACCP/Quality Manager	January 11, 2002	March 2, 2002

Special Thank You

The task of proctoring or assisting in proctoring the ASQ's many certification exams seems to always be upon us. As a Section, we are fortunate to have those

volunteers that are willing to serve in this capacity. For the March 03, 2001 set of Quality Manager, CRE, CQT and CMI examinations, the Section was fortunate to have **Glenn Hollenbeck** assist Chief Proctor **Maria Burness**.

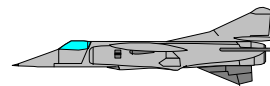
Special thanks are given to **Lloyd Dixon** for arranging a room at Northrop Grumman and being the escort for the morning for the CQIA pilot exam in January.

There were 4 people that sat for the CQIA pilot exam in January. In March, there were 2 people that sat for the CQT, 6 that sat for the CMI, and 5 that sat the Quality Manager exam.

If you would like to volunteer as an assistant proctor during one or more of the exam periods in March, June, October or December and have at least one ASQ certification, you should call Maria at 410-229-8801. **PLEASE NOTE.** You are ineligible to proctor a specific exam the year before and the year after you take that exam.

Duties include signing people in, handing out exams, monitoring the examinees during the test, and collecting exams. Approximately four hours of your time earns 0.5 RU. At least two assistant proctors are needed to support the number of examinees. The exams are given in Hunt Valley, across from the Hunt Valley Mall in the Executive Plaza on McCormick Road right off of Shawan Road exit off I-83.

Divisions Corner



Membership in the **Aviation, Space & Defense Division (A/S&D)** of ASQ offers many benefits to the quality professional involved in aviation, space or defense related industries. Division membership brings you the information and advice you need to continue your professional advancement including:

- Up-to-date commentary on commercial, military and international quality standards.
- A close-knit association of industry experts and professionals offering extensive opportunities to network with professionals in your industry.
- Educational resources and expert advice to help guide you through all aspects of your professional development including ASQ certification exams, training courses and other industry-specific certifications.
- Close affiliation with both national and international government agencies such as FAA, JAA, NASA, ESA and DoD.

- The most comprehensive, well-regarded and influential conferences in the industry.
- An excellent quarterly newsletter containing technical information, upcoming events, industry awards, a speakers' resource list and a job referral/recruitment section.

Division sponsored activities include:

Conference on Quality in Commercial Aviation - Held every 18 months, the Conference on Quality in Commercial Aviation (CQCA) is one of the aviation industry's premiere reliability and quality conferences. CQCA brings together executives from both domestic and international aviation authorities, as well as top professionals from airlines and aviation industry manufacturers, suppliers and service providers. The conference is supported by the Federal Aviation Administration and features updates from that agency as well as other topics pertaining to the commercial aviation industry and other civil air authorities.

Conference on Quality in the Space and Defense Industries - The annual conference focuses on the safety, reliability and quality aspects of all industries and government agencies pertaining to defense and space exploration. The National Aeronautics and Space Administration, the Defense Contract Management Agency and the Department of Defense support the Conference on Quality in the Space and Defense Industries (CQSDI). It brings together professionals from all aspects of space and defense related industries, both national and international, private and public corporations and government agencies.

Government/Industry Forums - The A/S&D Division sponsors several Government/Industry Forums in different parts of the United States in conjunction with local ASQ sections. These conferences focus on the relationship between commercial organizations, whether manufacturing or service oriented, educational institutions and government agencies, such as the Office of Personnel Management and the Department of Defense. The forums are designated for all levels and offer excellent opportunities for the exchange of information and ideas between quality professionals on both sides of the table.

Annual Quality Congress - The Division actively participates in the ASQ Annual Quality Congress. Division representatives review papers and assist with technical sessions. The Division also sponsors a Division specific session designed to bring the latest information to our members attending the AQC.

For further information, visit the Division web site at www.asdnet.org.

Mid-Year Recertification Update

by Bill Carr, Recertification Coordinator, ASQ

I know synchronization is still a strange bird to handle, but please ensure that you have made necessary deductions where required when you are initially synchronizing certifications, especially employment. If you are re-certifying already synchronized certifications, then only 18 RU credits are needed for all certifications, not still 18 per cert. Also, one recert application form may be used for already synchronized certifications.

The new CQA-HACCP (Hazard Analysis and Critical Control Point) add on certification to the CQA does not require separate recertification nor extra recert fee payment. This HACCP add on goes along with the CQA. CQA recertification is required to keep the HACCP add on valid. So if you have the HACCP certification, all that is needed to maintain it is the regular submission of your CQA recertification package for review and approval. Also, the new Certified Quality Improvement Associate (CQIA) certification does not require any recertification.

A new feature to the recert web site is that the recert journal itself is now a modifiable pdf. Before you could just print the recert journal app and write in your information. Now you may actually type in your RU credits, activities, and personal information, then save it to your own PC, and print it out. This new format does not allow electronic submittal for recertification; the hard copy is still required. This will certainly help out with legibility and remembering to log your activities as you go along and save the journal.

I will be going to reprint the hard copy recert journal in the near future, in hopes of having it completed by the June 2nd exam date.

The ASQ general web site will have a new look to it very soon. ASQ is in the final stages of updating and upgrading and I invite you to check out the new look for ASQ's main web site. The ASQ main web site will still hold the same info as before but much cleaner, user friendly, and not so cluttered. It should be up and running by March 1st at the latest, but just keep checking back at <http://www.asq.org>. Please use the main web site to reach the recert section.

Finally, I always welcome any further questions, comments, concerns, suggestions, etc. to the recertification program as a whole. Kindly though, please keep input to less than a page long, it could be a lot of reading, as this e-mail proves! :-)

I like the dreams of the future better than the history of the past. Thomas Jefferson

Wanted: Job Seekers Email Addresses

Each month, this section continues to receive many new employment opportunities. And in the arena of job opportunities, we all know how critical *cycle time* can be. This year, we have added our major enhancement to Baltimore's ASQ Employment Function called **Job Seekers Employment Forwarding Service**.

Job Seekers Employment Forwarding Service invites you to submit your email address to your section employment function and receive the very latest in job openings:

- We will forward all employment opportunities directly to you.
- You may receive them at any email address you wish.
- You can cancel your membership to the email group at any time.

Last summer, we used a process map to help us *reduce the total cycle time* for distributing employment info. We then created the **Job Seekers email address group for members** seeking new employment opportunities. **Job Seekers** now receive the unedited emails within hours, rather than "waiting until the next section meeting."

We are about to re-starting our web-site list of posted jobs for those who want to review past offerings. And we will be making paper copies of recent jobs available at our section meetings.

But those of you who want immediate notice, just title an email "**Job seekers**" and send to the Baltimore ASQ section's Employment Coordinator, Mike Rothmeier via Rothmeier@Compuserve.com.

David Little, New Region 5 Director

ASQ has announced that **David Little** will be the new Regional Director for Region 5 starting July 1, 2001. David's nomination was unopposed. He replaces **Sal Scicchitani** who has retired after serving as the Regional Director for Region 5 for many years.

David is Internal Audit Manager/Project Engineer for US Operations of Tyco Electronics, a division of Tyco International, Ltd. He has more than 25 years of experience in the engineering and quality profession. David holds 9 Patents in United States and 4 Patents in Europe, has authored an Applied Statistic Handbook published by AMP Inc. He is a graduate of Tri-State University and Elizabethtown College and is a retired military and graduate of DOD Equal Opportunity Management Institute.

An ASQ Fellow of Harrisburg Section 503 and Certified Quality Engineer and Certified Quality Auditor, David has served on the Research Advisory Board at ASQ. He is a charter member of Human Development and Leadership Division, member of Quality Audit Division, and Quality Management Division, where he served as Region 11 Councilor from 1987 to 1990. Currently Deputy Region Director, Region 5, David also held same position in Region 11. He is past chair of the Blue Ridge Section 1108. He is an instructor for various quality courses in his local section, Technology Advisor to Pennsylvania College of Technology, Penn State University, as well as adjunct faculty for Harrisburg Area Community College.

The Section extends our heartfelt congratulations to David and looks forward to working with him during his term.

Next Newsletter Due Date	May 15, 2001
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55th AQC - May 7-9, 2001
Charlotte Convention Center
Charlotte, NC
"Strengthen Your Competitive Position"



**American Society for Quality
Baltimore Section - 0502
2716 Baldwin Mill Road
Baldwin, MD 21013-9140**

Nonprofit Organization U.S. Postal Permit Cockeysville, MD 21030 Permit No. 5419
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2001 Section Ballot Included April Meeting Notice included
