



# Quality Connection

Official Newsletter of the Baltimore Section, ASQ

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

## A Look Back and a Look Forward

Frank Vojik

It's hard to believe that an entire year has passed since I became Section Chair. I guess that means I was either having too much fun or was too busy to notice! In any case, it's time to recognize in this column the individuals on the Board who have gone above and beyond in helping me manage this Section and made my job as Section Chair a whole lot easier.

Thanks to **Sid Lewis** for stepping in at a critical time to be our Treasurer. Because we had no one in the official "rotation" of elected officers to become our chief financial officer, Sid stepped up and did an impeccable job managing our finances and keeping our books. Next year, Sid will return to his normal duties of managing our tutorial program that is part of our section meetings. **Bob Rayme** performed the important task of conducting the annual financial audit of the books. This is a critical task without which we cannot operate or act as a section. Thanks to both of you!

**Gil Cuffari** served as our Secretary again this year, enabling us to fill a gap in our mentoring program. If you wanted to know who did what, and more importantly, when it's due, Gil is your man. He also maintained our Section Board list this year, which was a considerable task given our board member's many contact changes! Next year, Gil moves up to Section Vice Chair in charge of programs and strategic planning.

I must acknowledge the tremendous job **Jim Cooper** has done as Newsletter Chair. Jim is responsible for preparing the meeting notices and the newsletter you are reading right now, AND getting it all to the post office for mailing. He has agreed to continue in this position next year, so we can look forward to more interesting articles and notices about ASQ activities.

If you have an ASQ certification, then you certainly know **Howard Swartz!** Howard is our Recertification Chair and is responsible for overseeing the recertification process used by many of our certified members. We are indeed fortunate that Howard will continue in this capacity next year.

For several years now **Bev Earman** has ably managed the membership roster for the Section. She was able to provide vital information to the Board concerning our Section's statistics: membership in the Section, divisions, and certifications. Bev leaves this position to become a Section Advisor where she will continue to serve the Board and the Section with her brand of sound advice and counsel. Taking her place will be **Ray Cress**, who served ably as assistant Membership Chair this year. Thanks to you both!

**Lloyd Dixon** served as Education Chair once again this year, in charge of administering (and teaching) our certification courses and planning Section  
(Continued on page2)

*Chairman's Message (Continued from page 1)*

seminars. He also maintains the pass-fail statistics for our examinees. We are fortunate Lloyd will continue in this position in the 2001-2002 year.

**Scott Fairchild** has served as our Arrangements Chair for the past several years. In this post he was responsible for securing the venues at which we hold our section meetings. He did this with an eye not only on accessible banquet halls, but greatly assisted the Section in keeping our meeting costs down. Scott joins the rotation of elected board members in 2001-2002 by serving as Secretary. Thanks, Scott. Taking Scott's place will be **Larry Jenkins**, a new board member. Welcome aboard, Larry!

**Kevin Gilson** wears too many hats to count. This year he served as the Chair and advocate of the Quality Kid Program and the Science Fair. In addition he has provided critical facilitation skills to our elected board members in meeting our Section Management Program requirements. Kevin will continue to serve in the same capacity next year.

Speaking of strategic planning, **Beth Reigel** has served as Section SMP Chair for several years now. I don't think it's an exaggeration to state that Beth has been the conscience of the board in developing a strategic vision, mission, and focus for the section, all the while ensuring that we meet our national requirements. Beth, with our thanks, moves into an Advisor position next year. Taking Beth's place will be **Gillian Morgan**, a new member of our board. Welcome Gillian!

Managing our section web page and providing all kinds of sage advice from an ASQ national perspective has been **Mel Alexander**. Mel did all this while serving as Chair of the Healthcare Division and working in the national certification program. We thank Mel as he continues in this position next year.

**Joel Glazer** is our Software Quality Chair. This is an area of increasing focus and importance in ASQ as we progress towards a more electronic society. Joel was instrumental in providing speakers for our section meetings and in the planning of a Baltimore / Washington software conference. Joel will work with Mel next year in the implementation of a new, user-friendlier section web page.

**Maria Burness** served ably as our section's Chief Proctor for the certification exams. Maria is responsible for procuring the exam sites, being in contact with ASQ regarding members sitting for the exams, proctoring the tests, and reporting on the results to both ASQ and the Board. Several section members assisted Maria in this important task, and I thank both her and her assistants for their service. Maria will continue in this capacity next year.

**Mike Rothmeier** managed the employee/employer database for the section. If any section member wishes to join this discretely maintained community for job seekers and position fillers, please contact him at the address provided on the newsletter head page. Thanks Mike, and we look forward to you providing this service again next year.

**Bill Barton** served as Publicity Chair for the section. His job was to ensure that section meetings and activities were advertised throughout the region. Because of his efforts, the database is pretty much self-maintaining. Bill moves in the rotation of elected officers next year, serving as Section Treasurer where we know he will provide the same attention to detail.

Once again, **John Yeager** served the section by maintaining our Voicemail service for section members. John will continue in this capacity next year. Thanks, John!

**Morgan Hall, Jo McLaughlin, and Craig Carpenter** all served as Board Advisors in the past year. They provided thoughtful guidance and support to all of us on the board and we thank them for their efforts. A special thanks to our Regional Director, **Sal Scicchitani** as he concludes his term as RD for Region 5. He was a source of sound advice and support to me in the past year.

Finally, I must acknowledge the truly outstanding work of my Section Vice-Chair, **Elaine Wilhelm-Hass**. Progressing from Publicity Chair to Board Secretary and then to Vice Chair in only three short years, Elaine has brought an enthusiasm and talent to a position that requires close coordination with several board members in the planning and execution of our section activities. She initiated the use of new forms and the implementation of meeting feedback process. Unfortunately, for those of us on the board and for the Section as a whole, Elaine will be leaving the Baltimore area on June 1<sup>st</sup> to join her husband as he takes command of a military facility on the West Coast.

From a personal point of view, I am deeply indebted to Elaine for the work she performed over the past three years. She made my job so much easier. First as an acquaintance, then a quality colleague, I am honored to call her my friend. I'm sure you'll join with my fellow board members in wishing her much success in her future endeavors.

Because of Elaine's departure, I will be serving a second term as Section Chair for the 2001-2002 beginning on July 1<sup>st</sup>. I look forward to working and learning with the Baltimore Board and each you as we strive to be "the Baltimore Metropolitan Area's recognized resource on issues related to quality."

### *The Emperor's New Woes*

*Six Sigma might make you look good, but is it worth the price?*

By William A. Levinson

Once upon a time a pair of traveling tailors claimed to be able to make the finest magical clothing, invisible to all people unfit for their jobs. The tailors, after being commissioned by the emperor, only pretended to dress him, for no such fabulous cloth existed. When the newly clad emperor strode to the mirror to admire his fine new clothes, he was chagrined to see himself in only his underwear. However, he was afraid to say anything lest he reveal himself as incompetent, so he paraded through the kingdom and tried to ignore the autumn chill as best he could.

Everyone who saw him admired his fine new clothing, for they no more wished to reveal their shortcomings than he did. Those who could afford the costly garments followed his example and hurried to the same tailors for suits of their own. Soon, much of the kingdom was complaining about the unusually cold weather.

Companies are afraid not to adopt Six Sigma and spend tens of thousands of dollars on training because they don't want to be seen as quality improvement throwbacks, out of step with the new quality fads. To stay current with the trend, they specify Black Belt certification as a job requirement, thus excluding quality practitioners who can't afford the expensive Six Sigma wardrobe. But nobody wants to look too closely at what the emperor is really wearing.

Unlike the emperor in the original fable, the Six Sigma emperor is wearing clothes, but the designer label has cost several times their actual value. There's no doubt that Six Sigma improves quality and productivity, but is it the only way?

Motorola's original Six Sigma concept stressed the benefits of having six standard deviations between the nominal and each specification limit. "Less variation improves quality" is not exactly brain surgery. Henry Ford probably didn't know what a sigma was, but he attacked variation through advances in metrology (with Johannson, or Jo blocks) and machine capability. Ford also introduced techniques now known as *kaizen* (continuous improvements), *poka-yoke* (error proofing), *muda* (waste) reduction, and just-in-time. Diligent use of the tools, not designer labels, yields results.

Mikel J. Harry and Richard Schroeder's book, *Six Sigma, The Breakthrough Management Strategy Revolutionizing The World's Top Corporation* (Doubleday, 1999) differentiates Six Sigma from other quality programs by the declaration that "Six Sigma,

unlike other quality initiatives, needs to be understood and integrated at every level of the organization if long-term company-wide improvements are to be made. Unlike other quality initiatives? Armand V. Feigenbaum's book *Total Quality Control* (ASQ Quality Press, 1985) stresses that mere lip service from upper management is the "kiss of death" for any quality programs. ISO 9000 cites management's role in the quality system and requires organization-wide awareness. Masaaki Imai's book *Gemba Kaizen* (McGraw-Hill, 1997) urges managers to spend time in *gemba*, the value-adding workplace.

Six Sigma identifies waste that includes inefficiencies and hidden plant waste. Waste suppression was paramount to Henry Ford's business strategy. And Imai adopts Ford's principles by calling for practitioners to attack all forms of waste.

The backbone of Six Sigma is the DMAIC (define, measure, analyze, improve and control) cycle, which sounds suspiciously like W. Edwards Deming's plan-do-check-act cycle: Identify a problem or opportunity, try to improve the situation, check or verify the results, and hold the gains. Repeat for continuous improvement.

Harry and Schroeder expand DMAIC to RDMAICSI: recognize, define, measure, analyze, improve, control, standardize and integrate. It works, but so does Ford Motor Co.'s TOPS-8D (Team Oriented Problem Solving, Eight Disciplines). DMAIC claims a data or qualitative focus. TOPS-8D can also use qualitative methods such as design of experiments and capability analysis.

The 8D system actually seems more versatile than RDMAICSI. It uses cross-functional teams, looks for root causes, and implements and tests permanent corrections and improvements. Six Sigma doesn't seem to add anything to it.

Six Sigma advocates may dismiss these statements as sour grapes from someone unwilling to pay the price to acquire a Six Sigma Black Belt: four weeks of training; a couple of workplace projects; and fees that may exceed the tuition for many night school masters' degrees in quality management, manufacturing-oriented business management, operations research and applied statistics. But basic engineering statistics, design of experiments, non-parametric methods. Linear regression and statistical quality control are all separate college courses; one doesn't master this material in four weeks. No one who expects a magic bullet is going to find one—at any price.

There's no doubt that Six Sigma training equips the Black Belt to identify applications for designed experiments, work with cross-functional problem-solving teams and work effectively with a graduate of

an applied statistics or quality management program. However, it's not a substitute for comprehensive mastery of the quality sciences.

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***New Six Sigma Black Belt Certification***

ASQ's Certification Board has announced the creation of the Six Sigma Black Belt Certification. The pilot exam for this certification was given during the recent AQC in Charlotte, NC. The next time it will be offered is October 20, 2001.

In order to sit for this certification, a candidate shall have completed two projects with signed affidavits or one project with a signed affidavit **and** had three years experience within the Six Sigma Body of Knowledge. Fees for this certification are \$180 for members and \$285 for non-members. The retake fee of \$130 is the same for members and non-members alike.

The Body of Knowledge covers:

- I. Enterprise-Wide Deployment**
  - A. Enterprise view
  - B. Leadership
  - C. Organizational goals and objectives
  - D. History of organizational improvement / foundations of Six Sigma
- II. Business Process Management**
  - A. Process vs. functional view
  - B. Voice of the customer
  - C. Business results
- III. Project Management**
  - A. Project charter and plans
  - B. Team leadership
  - C. Team dynamics and performance
  - D. Change agent
  - E. Management and planning tools
- IV. Six Sigma Improvement Methodology and Tools - Define**
  - A. Project scope
  - B. Metrics
  - C. Problem Statement
- V. Six Sigma Improvement Methodology and Tools - Measure**
  - A. Process analysis and documentation
  - B. Reliability and statistics
  - C. Collecting and summarizing data
  - D. Properties and applications of probability distributions
  - E. Measurement systems
  - F. Analyzing process capability
- VI. Six Sigma Improvement Methodology and Tools - Analyze**
  - A. Exploratory data analysis
  - B. Hypothesis testing

**VII. Six Sigma Improvement Methodology and Tools - Improve**

- A. Design of Experiments
- B. Response surface methodology
- C. Evolutionary operations

**VIII. Six Sigma Improvement Methodology and Tools - Control**

- A. Statistical Process Control
- B. Advanced Statistical Process Control
- C. Lean tools for control
- D. Measurement systems re-analysis

**IX. Lean Enterprise**

- A. Lean concepts
- B. Lean tools
- C. Total productive maintenance

**X. Design for Six Sigma**

- A. Quality Function Deployment
- B. Robust design and processes
- C. Failure Mode and Effects Analysis (FMEA)
- D. Design for X
- E. Special design tools.

For blank affidavits and more details on the Body of Knowledge are available at [www.asq.org](http://www.asq.org).

***Fall Program Tentatively Set***

Speakers and dates have been set for the Fall 2001. Specific paper topics and tutorials are still to be determined.

**September 11, 2001** - ISO 9001 Update, **Don Jacoby**, Snyder's

**October 10, 2001** Healthcare quality **Dr. Bob Burney**, Location - TBD

**November 16, 2001** - Configuration Management, **Kevin Gilson**, Howard Community College, Gateway Center

**December 11, 2001** - Biomedical quality, **J. Glenn George**, Snyder's

The speakers have already indicated their acceptance of these dates. Meeting notices and future Newsletter updates will provide more information on these meetings.

***Section Pass Rates - December, 2000 - March, 2001***

<b>Exam</b>	<b>Total</b>	<b>Pass</b>	<b>Per Cent</b>
CMI	6	2	33.3%
CQT	3	1	33.3%
CQMgr	5	2	40.0%
CRE		1	
CQA	18	10	55.6%
CQE	5	3	60.0%
CSQE	2	1	50.0%

**Newly Certified Quality Personnel**

The Baltimore Section recognizes the following newly certified individuals who have passed the December 2000 and the March 2001 ASQ examinations.

**Certified Quality Technician**

Michael E. Burt                      Fairchild Controls

**Certified Mechanical Inspector**

Nehemiah C. Bailey                Fairchild Controls

**Certified Quality Manager**

Stephen Baldassano                Knorr Brake  
Neal M. Newton                      General Motors

**Certified Quality Auditor**

Harold W. Barber, Jr.  
Linda E. Robertson-Brewington                      Knorr Brake  
Sandra J. Burt                        McCormick & Co.  
William V. Hunt, Jr.  
Robert R. Parker                      BGE  
William R. Pfaff                        California Microwave  
Marsha A. Pritchard                Adventist Health Care  
Richard W. Rush                      Guilford Pharmaceuticals  
William V. Scott                        Arinc  
Stephen W. Young                      Northrop Grumman  
Carolyn Sue Ziegler

**Certified Quality Engineer**

Harry C. Carbaugh, Jr.  
Peter C. Keifer                        General Motors  
Mary M. Turney                        General Motors

**Certified Software Quality Engineer**

Leah V. Zimmerman                California Microwave

**Certified Reliability Engineer**

Mitchell H. Scott

We commend each of these individuals that have met ASQ on the Certification battlefield and emerged victorious. They have reached a new level in their professional growth.

**Certification Comments**

**Richard Rush**, CQA - Instructions for preparing for the exam must have been better than I thought. I went into the exam feeling like I knew the material but that I wasn't going to be surprised or disappointed if I didn't pass. When I walked out of the pre-test I was fairly confident that I had gotten not less than 70% of the answers correct. It was a rude awakening to find out that I had only gotten about one half of the answers right. After 28 years on the manufacturing side of

pharmaceuticals and less than one year in Quality Assurance, I had lots of preconceived ideas about how things should be viewed from an auditor's standpoint. I repeatedly said to my instructors, "But that's not the way it is." They encouraged me to drop my prejudices and take a broader view. Auditing doesn't just take place in the pharmaceutical industry. Having the answers from the pre-test and a reappraisal of the answers from tests provided during the class evidently were enough to get me oriented in the right direction. My wife opened the test results package before I got home. The results arrived before Christmas. I wasn't expecting them until early January. She said she thought they were the results I was waiting for and if I had not passed she was going to hide them until after the holidays. Turns out it was an early present. I have already had the opportunity to use some of the skills acquired during the training. We have been interviewing candidates for a GMP auditor and I was much more familiar with the jargon and responsibilities of the position.

**Robert Parker**, CQA - During the past, approximately, four years BGE had initiated a Supplier Quality Program. One of the cornerstones of this program has been quality audits. Since my counterpart here is the only other CQA within BGE and audit duties were demanding it made good sense for me to become certified. I began by accompanying my colleague on an audit several years ago to get a high level feel for what the goals of auditing are. I attended the Houston conference two years ago and last year attended Denis Arter's Pittsburgh seminar. By that time I began to visualize the important concept of auditing as a discipline and what it could mean to any future career changes for me. During August of 2000 I completed ISO 9000 lead auditor certification. This was a tremendous help when I attended the primer classes for my CQA. In fact, I found the courses so similar that the CQA exam was not as taxing as the ISO "boot camp". I am now eagerly anticipating opportunities for a career change that will allow for full development of this newly acquired skill.

**Bill Pfaff**, CQA - This is the second I have taken the Certified Quality Auditor exam and have passed it both times. The first time I let my certification expire because of not working in the field. The preparation class given by the Baltimore Section was well planned and presented. I would like to take this opportunity to thank both instructors for an excellent job of presenting the material. ASQ was very fast in notifying me of my passing the test and forwarding the packet of material for a CQA.

As I said this is the second time I took this test. The first time, the test was divided into two sessions.

One in the morning and one in the afternoon after a 1-hour lunch break during which the exam room was locked. The test from the morning session was collected prior to the lunch break. The Test was rated as an 8-hour test. I feel that the first test I took was much harder and feel ASQ should go back to this test.

I am now looking at the add-on certifications for the CQA such as the HACCP certification and plan to take the preparation class this fall. There are also several other ASQ certifications I am interested in obtaining and am looking forward to the preparation classes from the Section to help in review and preparation for them.

**Linda E. Robertson-Brewington, CQA** My first and foremost recommendation would be for the exam candidates to focus on ANY practice questions available to them. I found it was imperative to understand the context of the question being asked. My second recommendation would be to highlight and color tab any reference materials for super-fast checking during the exam. I marked up the CQA primer and it paid off when verifying the answers I selected. This strategy was of real value regarding areas in which I have limited exposure such as statistical charts.

Having worked in manufacturing for many years, my personal obstacle was comparing my work environment to the course materials being taught. After struggling for several weeks, I finally became more generic in my views, enabling me to better comprehend the Body of Knowledge required for the exam.

On a closing note, achieving my CQA certification has allowed me to advance professionally. For the past seven years I have been employed by Knorr Brake Corporation, Westminster, MD, as Administrative Assistant for the Quality Assurance group. Recently, I was promoted to Quality Systems and Audit Technician; achieving my CQA status was instrumental in this event!

### ***New ASQ Certification Available in 2002***

ASQ is pleased to announce the Certified Quality Auditor-Biomedical certification. The certification is still in development at this time, but is expected to be released next year. With no recognized credentialing program currently available for medical technology auditors, this certification will be critical to increasing quality in the biomedical industry. Future updates on this new certification will be forthcoming from ASQ soon.

### ***Baltimore Science Fair***

On March 31, 2001 members of the Section served as judges for the Statistical Methods and the Teamwork portions of the 46<sup>th</sup> Annual Science Fair held at Towson University. The following members participated:

<b>Larry Jenkins</b>	<b>Scott Fairchild</b>
<b>Jim Elliott</b>	<b>Rick Townsley</b>
<b>Hugh Kroeling</b>	<b>Kevin Gilson</b>

There were approximately 180 exhibits and 21 exhibits were created by teams of 2 or 3 students. From the excellent Science Fair exhibits, the following awardees were chosen:

#### ***Division I (Grades 9 through 12)***

First place award to **Adrienne Criss**, River Hill High School, for the use of Monte Carlo techniques in data analysis for "A Technique for Passive Object Location Using Sound."

Second place award to **Jennifer Prowell**, Baltimore Polytechnic, for hypothesis testing techniques in investigating the "Asymmetry in the Zebra Fish Brain."

Teamwork Recognition Awards were given to: **Laura Webbert, Rebecca Ping, Courtney Schultz** (Parkville High School), **Courtney Berry, Cassidy Zappacosta** (Maryvale Preparatory), **Andrea Estrada, Lauren Daniels** (Maryvale Preparatory), and **Jennifer Beck, Christina Golden** (Towson High School).

#### ***Division II (Grades 6 through 8)***

First place award to **Isha Agarwal** of Clarksville Middle School for the use of the Student's T Test in the experiment "The Godilocks Effect: Not too Hot, Not too Cold."

Second place award to Kevin Sullivan of Elkridge Landing Middle School for the use of the Student's T Test in the experiment "A Yogurt A Day Keeps the Doctor Away."

Teamwork Recognition Awards were given to: **Tim Noughton, John Flynn** (Cathedral School) and **Uzoma Anele, Dexter Isaac** (Parkville Middle School).

### ***Region 5 Quality Conference in the Planning Stages*** by Sal Scicchitani, Region 5 Director

A Region 5 Quality Conference is scheduled for November 12<sup>th</sup> and 13<sup>th</sup> 2001 at the Johns Hopkins Applied Physics Lab in Laurel, MD. At present, the sections participating in the planning process are: Lehigh Valley (500), Baltimore (502), Philadelphia (505), Washington (509), and Northern Virginia (511). As we progress, we should have involvement from all.

The purpose of this conference is to join all the sections in Region 5 with our Division friends and make available quality knowledge.

This conference is by no means any intent to bypass existing conferences such as the joint Baltimore/Washington/Northern Virginia conference in October or the Delaware conference in March. If you are interested in participating please let Frank Vojik know.

Currently, 4 tracks are being planned with will cover the areas of Standards/Auditing, Software, Quality Management, and Healthcare. **Greg Watson**, Chairman of the Board, ASQ, will deliver the keynote address on Monday morning. More information concerning the details of the conference will be available in the coming months.

The cost of the conference is \$100.00 per attendee, which will include a continental breakfast and lunch on both days, and CD-ROM copies of the proceedings. Attendance is limited to 500 persons.

If you wish to present a paper in one of the tracks, please send an abstract and bio to Regional Director Sal Scicchitani at [betts@erols.com](mailto:betts@erols.com) by June 8, 2001.

If you wish to volunteer to help manage the conference as a room monitor, registration assistant, or a session manager, please contact Frank Vojik at 410-354-7714 or at [fvojik@mic-usa.com](mailto:fvojik@mic-usa.com). The cost of the conference will be waived for all volunteers and it will be first come, first served.

In addition to the Sections listed previously, the Sections comprising Region 5 include: N. Central PA (0501), Harrisburg (0503), Delaware (0506), Southern Jersey (0508), Reading (0510), and Delmarva (0512).

***ASQ Moves to New Headquarters***

ASQ has completed their move into the new headquarters, the ASQ Center. Buying and renovating the historic Marshall Fields building in downtown Milwaukee provides ASQ with a permanent home. The new address will be 600 N. Plankinton Ave., Milwaukee, WI 53203. All phone numbers, Post Office Box numbers, and the main fax number will remain the same.

***Editorial Concern***

As some of you may know, in addition to serving on the Board of the Baltimore Section, I am actively involved with the Inspection Division of ASQ as well. Moreover, while not active, I belong to two additional Divisions and am contemplating adding another Division membership. These memberships represent definite areas of interest for me. However, I am in a definite minority in the Section. Of the 800 plus members in the Section as of March 31, over 48% of them have chosen not to align themselves with any Division.

This puzzles me and I need your input for added understanding. I know why I belong to Divisions. I do not understand why almost half of our membership does not. With 22 Divisions, from Reliability to Inspection, from Electronics and Communication to Healthcare, there should be at least one Division that represents your particular industry or interest area.

Is it because of a lack of knowledge of the Divisions? Is it because of a lack of interest in having anything other than the basic ASQ membership? Or is it some other reason why Division membership is avoided? I would like to hear your reasons why. Also, to our members that belong to a Division, I would ask a parallel question. Why do you belong to Divisions? What benefit are you looking for?

For ease of response, you may e-mail me at [james\\_e\\_cooper@md.northgrum.com](mailto:james_e_cooper@md.northgrum.com). I look forward to hearing from you on why you do or do not belong to a Division.

# Divisional Memberships	# Members	% Total Members
0	389	48.6%
1	207	25.8%
2	110	13.7%
3	40	5.0%
4	28	3.5%
5 or more	27	3.4%
<b>Total</b>	<b>801</b>	<b>100.0%</b>

**Looking to 2001-2002: The View from the Vice-Chair**

Elaine Wilhelm-Hass, MN, MBA, CPHQ  
 Baltimore Section 0502 2000-2001 Vice Chair

**WHAT'S IN IT FOR YOU?**

As the educational calendar year draws to a close, it's important to look back for a moment at the foundation that will launch our Section into the next year. As your Vice-Chair, it's been my privilege to serve the Section's Mission by assembling the dinner meeting speakers, and assembling the calendar of tutorials and dinner symposia. Other than professional development, what's in it for *you*? To answer, I must tell you how I came to join the Executive Board. Some years ago, I knew I needed help preparing for my certification exam - especially the quantified components. New to the region, I came to a Section Statistics Night. However, instead of just walking away with more knowledge, **Frank Vojik** and **Bev Earman** made a special point to make me feel welcome in the Section. They invited me to a Board meeting, to meet other Board members whom I could consult regarding my certification preparation. At

those early meetings, I found I gained so much! Absolutely every person was generous with his or her time and consultation. Frank got the brunt of my pestering; he made the statistics I was weakest in seem easy....and oh yeah-I *got* that certification. But what about *you??* Along the way, I found that I could contribute to the Board in ways that were amenable to my skills, yet took reasonably little of my time. First, it was Publicity Chair, then Secretary, now the Vice Chair. Still, I've gotten so much more than the time and effort put in! What? The rich friendships of my colleagues on the Board, and above all, of that wily Mr. Vojik, who knew just how to show one that Board members get more than they give; I'm now honored to count him in my friends. So, back to you: what

individual professional goals do you have? Better job? Certification? Skills of greater depth? Why not consider just attending a Board meeting-maybe you'll find the same treasure trove that I did!

At the very least, did you know that we got merely 18 ballots for Board positions, out of our Section membership? Further, we get only erratic feedback on our dinner/tutorial presentations, as to topics that YOU would like to see presented. Worse, when we surveyed our membership for input as to the symposia calendar for 2001, the response rate was so low as to provide little direction. We need to hear from our members! And, who are our members?? As one can see from the following analysis by **Ray Cress**, you might be interested to see the broad scope of our membership:

**Total Members in ASQ Baltimore Section: 856**  
 Female Members: 227                      Male Members: 629

<u>Male Job Title</u>	<u>Members</u>	<u>Percent</u>	<u>Female Job Title</u>	<u>Members</u>	<u>Percent</u>
Administrator:	6	0.9 %	Administrator:	6	2.6 %
Analyst:	12	1.9 %	Analyst:	17	7.5 %
Auditor:	8	1.5 %	Auditor:	8	3.5 %
Coordinator:	13	0.3 %	Coordinator:	10	4.4 %
Consultant:	26	4.1 %	Consultant:	6	2.6 %
Director:	56	8.9 %	Director:	18	7.9 %
Engineer:	116	18.4 %	Engineer:	19	8.4 %
Inspector:	26	4.1 %	Inspector:	10	4.4 %
Manager:	175	27.8 %	Manager:	52	22.9 %
Other:	111	17.6 %	Other:	36	15.8 %
President:	15	2.4 %	President:	6	2.6 %
Supervisor:	29	4.6 %	Supervisor:	10	4.4 %
Specialist:	8	1.3 %	Specialist:	12	5.3 %
Technician:	12	1.9 %	Technician:	13	5.7 %
Vice President:	16	2.5 %	Vice President:	4	1.8 %

Normally, the Vice Chair is on the ballot to become Section Chair. Sadly, my family is being transferred to San Francisco in early June, so I'm grateful that Frank has agreed to tackle the Chair again, and, **Gil Cuffari** has stepped up to Vice Chair (see Frank's article earlier in this Newsletter, for other Board members you would enjoy connecting with). The 2001-2002 slate of Officers has planned an exciting agenda for the future, designed to address the above concerns, as well as our mission. With thanks to the SMP Facilitator, **Kevin Gilson**, remember that the following is only a **DRAFT**:

The Board of the Section met recently, to create a management plan for the 2001-2002 management year. Attending were: Frank Vojik, Chair, Gil Cuffari, Vice Chair-Elect, **Bill Barton**, Treasurer-Elect, **Scott Fairchild**, Secretary-Elect, **Gillian Morgan**, incoming

SMP Chair, and **Beth Reigel**, Advisor. Kevin Gilson facilitated the meeting.

The Board members began by reaffirming their commitment to the established Section vision and mission:

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

**The 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.

During the discussion, the following Goals were established for this year:

- Grow the membership
- Satisfy current members
- Support the Region 5 Conference



- Establish a business relationship between the Section and the AQP Chesapeake Chapter in line with the work being done at the National level between ASQ and AQP.

**Goals Details:**

- Grow the Membership: This will involve obtaining demographic information about Baltimore area companies to determine the types and of organizations in the area and to stratify those organizations and then develop a marketing strategy to utilize the information in increasing membership.
- Satisfy the Current Members: Membership demographics and results from a survey completed by **Lloyd Dixon** were reviewed to determine who our members are and what their interests might be. In the past, the ASQ Division membership distribution was used but, upon analysis, it appears that that only represents 50% of our membership. Using the SIC codes, it appears that about 46% of our members are in management. Division membership in descending order is comprised of Quality Management, Audit, Biomedical / FDC / Healthcare, Software, and Statistics. Topics specified include Process Improvement, Quality Tools, Success Stories, and Quality Standards. Criteria for meeting topics include: learn something I can use, no sales, and success stories.

Division	Number	% of Total
Quality Management	165	18.9%
Aviation Space & Defense	33	3.8%
Automotive	15	1.7%
Chemical & Process Industries	26	3.0%
Electronics	32	3.7%
Textile & Needle Trades	2	0.2%
Food, Drug & Cosmetics	54	6.2%
Reliability	35	4.0%
Inspection	44	5.0%
Biomedical	21	2.4%
Energy & Environmental	17	1.9%
Statistics	52	6.0%
Human Development & Leadership	33	3.8%
Software	56	6.4%
Customer supplier	26	3.0%
Service Industries	29	3.3%
Measurement Quality	39	4.5%
Healthcare	31	3.6%
Quality Audit	124	14.2%
Design & Construction	16	1.8%
Education	16	1.8%
Public Sector Network	7	0.8%
Total Divisional Memberships	873	100.0%

Utilize this information in setting up the remaining Section meeting schedule topics and tutorials (perhaps jointly support AQP in tutorial topics).

- Support Region 5 Conference: Continue coordination with the Sections in the region to bring this event to a successful conclusion.
- ASQ Section/AQP Chapter Relationship: Explore through joint officer meetings how the two organizations can further support each other's membership needs through joint meetings and other initiatives in line with the emerging ASQ/AQP business relationship agreements.
- Professional Development: These activities include meetings, tutorials, certification classes, seminars, and conferences.

Your feedback on the above DRAFT would be welcome, just contact any Board Member.

We have a wonderful diversity of membership, and the 2002 SMP Plan should harvest greater feedback from this constituency. I hope that you have found this information about your fellow ASQ colleagues interesting, and that you might please consider participating on the Board. My parting wish is that you may enjoy such collaboration as much as I have-if so, like me, you'll feel very rich indeed!

***Hardy M. Cook, Jr. 1916 - 2001***

Past Section Chair and long time friend of the Section **Hardy M. Cook, Jr.** recently passed away. Hardy served as Section Chair during the 1962-1963 Section year. He had a BS in Administrative Mechanical Engineering from Cornell University.

From 1946 to mid-1981, Hardy was employed at the Baltimore Works of the Western Electric Company with assignments in Raw Materials Engineering, Manufacturing Engineering, Quality Engineering and Quality Supervision. For almost 20 years, he was head of the Quality Assurance Department.

For many years, both prior to and after his retirement, Hardy taught Quality Control and Statistics courses at Johns Hopkins University, Loyola College, Catonsville CC and the University of Baltimore. He also taught statistics at several local companies including the former Westinghouse Defense Electronics Center.

Hardy also was a contributing editor to Juran's Quality Control Handbook and to the Handbook of Modern Manufacturing Management.

In addition to serving as Section Chair, Hardy was a founding member and past Chair of the Inspection Division and held several administrative positions on ASQ's General Technical Council. He served 4 years

on the Board of Directors of ASQ as Director-At-Large and served two terms as ASQ Treasurer.

Hardy was a Fellow in ASQ, a CQE, recipient of several ASQ Testimonial Awards. In 1987, he was the recipient of the Inspection Division's Harry J. Lessig Award for outstanding service to the Division.

During 1985, he made a three-week tour of 5 cities in Mainland China as a member of the Technical Exchange Quality Team where he gave seminars and visited universities and industries. Hardy was also an active member of the Editorial Board of *Quality Engineering*, where he reviewed papers proposed for publication.

**Kevin Gilson** - Hardy was a wonderful gentleman. He will be remembered by all for his quiet support of statistical practices as the underpinning for the quality professional. Hardy and Frank Cullen were quite a pair -- almost like the odd fellows, with Frank being the loud voice for statistics. We will be a long time seeing their replacements coming along, as this truly ends an era.

**Mel Alexander** - Hardy was a caring steward, statesman, and teacher of quality in the Baltimore Section and Inspection Division. Although his physical presence will be missed, his spirit, determination, and drive will continue to live on and inspire those he influenced.

**Gil Cuffari** - A real loss, a "gentle, mental giant" and a gentle man. I'm sure he will be missed by all that knew him.

### ***ASQ Career Services Seeks Volunteers***

ASQ Career Services is looking for volunteers to write articles with career-related content. Members who have experience in this subject area or an interest in this topic are asked to contribute. The purpose of this request is to help the Career Services area of ASQNet provide a wide variety of career resources for members. Some examples of the type of articles needed are:

- Job search information – advice on researching jobs, preparing resumes and cover letters, and interviewing
- Career information – from the unique to the mundane, everything quality professionals may want to know about specific careers in quality or transferring quality-related skills to other professions
- Career development – certification, training, networking and other advice to help members get ahead in their careers

- International work issues – getting US work visas or working elsewhere abroad in quality
- Articles should be 500 – 1000 words in length, in a text or Word document with a minimum of formatting. Content will start appearing on ASQNet by early August 2001. Interested writers should contact Cynthia Nazario at 800-248-1946, ext. 7442, or by email at [cnazario@asq.org](mailto:cnazario@asq.org).

### ***Divisions Corner***

The **Energy and Environment Division** has adopted a proactive, full-service strategic plan to address seven major objectives of the Division:

- ***National and International Issues Involvement*** - To become a known, respected presence in the development, advocacy and support of quality-related initiatives of national and international importance in energy industries and environmental activities.
- ***Products and Services*** - To develop, provide and continually improve products and services that meet or exceed customer expectations.
- ***Communication*** - To become the publicly recognized reliable source of information about the development, use and results of quality in energy and environmental activities for ISO standards implementation, including ISO 9000 and ISO 14000, such that the Division becomes the first reference for the media, academia and business.
- ***Outreach and Collaboration*** - To increase the Division's ability to raise the nation's awareness and increase the application of quality principles through collaboration, partnership and support of other efforts through the use of available resources, network and marketing strengths.
- ***Research*** - To identify, sponsor and disseminate rigorous professional research in areas that could become important to the quality efforts of the Division.
- ***Organizational Strength*** - To continually improve financial strengths, volunteer leadership effectiveness and performance outcomes of the Division. To implement initiatives to enhance the quality, effectiveness and efficiency of the organization.
- ***Membership*** - To attract, retain and engage individual and sustaining members from all organizational levels in business sectors and in academia, with special emphasis on the energy and environmental business sectors.

The Energy and Environmental Division supports its members through a variety of challenging learning opportunities and activities. These include

management, administrative and technical committees whose work addresses energy and environmental issues and the ensuing current and anticipated quality needs and requirements as well as the developing energy and environmental technologies. Additionally, the Division offers a number of conferences and workshops covering a broad range of quality and quality-related energy and environmental issues.

The Division produces several publications, including Energy and Environmental Update, a quarterly publication on energy and environmental quality-related topics and Division news; handbooks on the application of quality principles related to energy and environmental systems and regulations; proceedings from the Division conferences; tutorials and workshops on specific quality practices and quality management subjects, such as auditing, inspection, operations, experimental design and vendor/supplier evaluations. The conferences, publications and committees continue to provide an ongoing forum for active participation in formulating and sharing improved quality concepts and applications in energy and environmental programs.

The Division participates in the development, application and continuing review of consensus standards in conjunction with the American National Standards Institute; the American Society of Mechanical Engineers; the American Petroleum Institute, the International Organization for Standardization and others in order to promote quality concepts in the areas supported by those organizations.

The membership of the Energy and Environmental Division spans a wide range on energy and environmental involvement — from national and international policy makers and decision makers to quality professionals in these fields as well as regulators and insurers. Each member makes a special contribution to the Division through participation in the various important Division and committee activities, exploring quality methods and techniques that will yield improved energy resource selection, utilization and conservation and ensure effective protection of the global environment. As innovations in energy and environmental protection emerge, so do the innovations in quality for energy and environmental issues. This is the result of direct Energy and Environmental member involvement.

### ***2002 International Inspector of the Year***

The Inspection Division is seeking qualified candidates to be nominated for the 2002 International Inspector of the Year Award. The award will be presented during the 56<sup>th</sup> AQC in Denver, CO in May 2002.

The purpose of this award is to give formal recognition to qualified individuals who spend at least fifty percent of their work hours engaged in inspection, test, product audit, calibration, and other related activities intended to assure conformance to engineering, manufacturing, quality, and customer standards or requirements. Managers, supervisors, planners, engineers, and associate engineers are ineligible for the award.

Qualified candidates may be nominated, in accordance with Inspection Division procedures, by any member of ASQ. Qualified inspectors are those who:

- 1) have the knowledge, qualifications, background, and experience to accept or reject product or services;
- 2) represent the customer for in-line or final inspection;
- 3) assist and motivate peers and other workers, supervisions, departments, etc., to produce quality products and services while reducing related costs of prevention, appraisal and failures;
- 4) train others in inspection methodology and techniques;
- 5) continue their own professional development through certifications such as the Certified Mechanical Inspector and Certified Quality Technician.

The Award will be a suitably engraved plaque and a certificate recognizing the Inspector of the Year and his or her company. Annual Quality Congress registration for the Inspector of the Year will be paid for by the Inspection Division. The Award will be presented at the Inspection Division Annual Membership Meeting at AQC. News releases to quality publications will include a picture of the Inspector of the Year.

All nominations must be submitted by March 15, 2002. Applications for the Inspector of the Year Award may be obtained from:

**Dr. C. L. Carter, Jr. P. E.**  
Chairman, Awards Committee  
1211 Glen Cove Drive  
Richardson, TX 75083  
(972) 235-0210 (Phone/FAX)

Take a few minutes and consider all of the outstanding people in your organization that perform the inspection function. Nominate one or more of these people for the recognition that they justly deserve.

*School Days (Certification Lament)*

*Deborah P. Harrell QA-Farmers-Baltimore Ins. Co.*

*After 30 years I decided to return to school  
Why didn't you stop me, I must have been a fool*

*I read the requirements, sent the monies due  
Then, on my Instructor's list, appeared  
what's expected of you*

*He said, if you have come here to learn  
If I were you I'd be concerned*

*This course is to prepare you to take the exam  
All of a sudden i began to understand*

*Lickety split, and on the double  
I now knew that I was in trouble*

*My Instructor continued,  
You have selected a real nice course  
And if you stay that's your choice*

*Nervous and afraid I said to myself,  
Self, how hard could it be?  
Ha, in no time at all I began to see*

*To be certified was my aim  
Only to discover I was already insane*

*Somebody help me to understand  
To pass this course was still my plan*

*All of this is more than I ever thought  
And to think of all the books I've bought*

*Well, on June 2<sup>nd</sup> I'll sit for the test  
I'll say a prayer, wish me the best*

*Juran Presents New Award at 55<sup>th</sup> AQC*

**Dr. Joseph M. Juran**, world-renowned quality guru and Honorary Member of ASQ, presented ASQ's newest award, the Juran Medal, at the Annual Business Meeting prior to the 55th AQC in Charlotte, NC. **Robert W. Galvin** of Motorola, Inc. was the first recipient of the Juran Medal, which recognizes individuals who exhibit distinguished performance and demonstrate breakthrough management in a sustained role as an organizational leader.

*ASQ - Baltimore Section 0502*

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**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.*

**Certification Exam Schedule**

<b>Examination</b>	<b>Application Date</b>	<b>Exam Date</b>
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	August 24, 2001	October 20, 2001
CQE/CQA/ CSQE/CQIA	October 5, 2001	December 1, 2001
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	January 11, 2002	March 2, 2002

**Next Newsletter Due Date July 15, 2001**



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