



Quality Connection

Official Newsletter of the Baltimore Section, ASQ

August 2001

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

Chairman's Corner

Frank Vojik

As the 2001-2002 ASQ year begins, I'd like to welcome back all returning members for another year of meetings, seminars, tutorials and activities hosted by the Baltimore Section.

In particular, I wish to extend a warm greeting to our new members, many of whom are reading this newsletter for the first time. I hope you will find that the Section has much to offer you as the primary source of continuing education for quality professionals in the Baltimore metropolitan area.

I hope by now that most of you have taken the opportunity to renew your membership in ASQ. Your continued support of ASQ not only serves you in a personal sense, but it is also critical to your board members who plan and direct activities that serve you. That's because a portion of your dues are rebated back to the Section which allows the board to plan, fund, and manage activities such as section meetings, this newsletter, seminars, and certification exams.

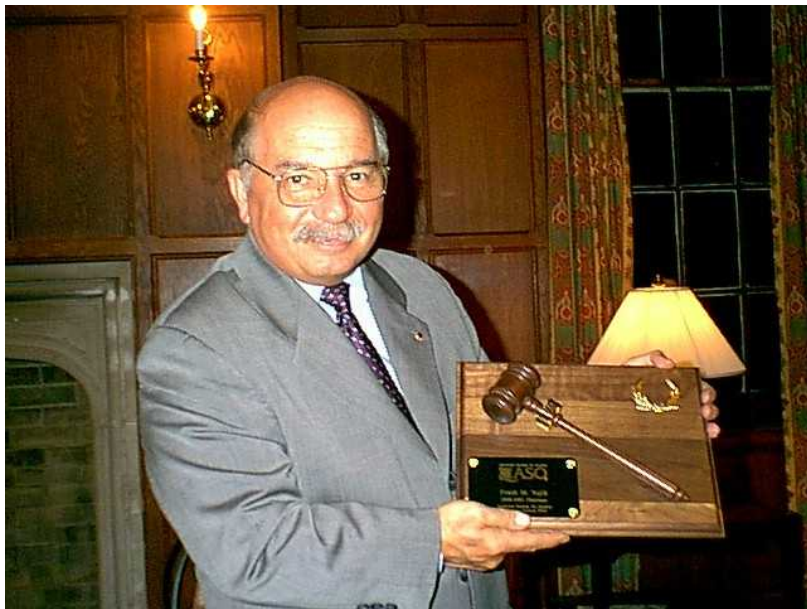
The board will finalize our schedule of Section meetings over the summer months, but many of the pieces are already in place. We will kick off our 2001-2002 Section meeting program in September with a presentation on a topic near and dear to most of us – the transition to the new ISO 9001:2000 Quality Standard, or as some have put it “9K12K.”

Of particular interest is the Region 5 Quality Conference which will be held on November 12 and 13 at the Johns Hopkins Applied Physics Laboratory in Laurel. A roster of speakers and presentations has already been developed and several board members from the Baltimore Section will play prominent roles in the management of the conference. It will include speakers and attendees from our sister sections in Region 5, including Delaware, Philadelphia, Washington, Harrisburg, Northern Virginia and elsewhere. Please see the article elsewhere in this newsletter for additional details.

Please remember that our first concern is always you, all of the members, the customers we always strive to please. If you have any questions, concerns, or ideas, please contact one of the board members listed on the first page. We will be happy to assist you.

I hope to see many of you during year at one of our section meetings or conferences as we strive to meet our Vision: **To be the Baltimore Metropolitan Area's recognized resource on issues related to Quality.**

Frank Vojik



Frank Vojik received a plaque from the Section for his efforts in leading the Baltimore Section during the 2000-2001 Section year

Recent Trends In Six Sigma

Paul A. Keller, CQE CQA CQMgr.

Summary

This paper discusses trends recently seen in Six Sigma deployment. These trends represent a maturity in the industry, and provide examples of how the quality profession has embraced what were once best practices and accepted them in common usage.

Introduction

Six Sigma is a management strategy for improving a business. While the strategies and techniques are fairly well established, the growth and maturity of Six Sigma deployments has created some interesting, albeit expected, trends in the business environment.

Trend One: Emphasis on Cycle Time Reduction

Six Sigma deployment revolves around Six Sigma Projects. Projects are defined that will concentrate on one or more key areas: cost, schedule, and quality. Projects may be developed by senior leaders for deployment at the business level (a top-down approach), or developed with process owners at an operational level (bottoms-up approach). GE CEO Jack Welch considered the best projects those that solved customers' problems. (Slater) In all cases, projects are directly linked to the strategic goals of the organization and approved for deployment by high-ranking Sponsors.

The Project Sponsor, being a leader in the organization, works with the Project Leader (either a Black Belt or Green Belt) to define the scope, objective and deliverables of the Project. The Sponsor ensures that resources are available for the Project members,

and builds buy-in for the Project at upper levels of management as needed. All of this is documented in a Project Charter, which serves as a contract between the Sponsor and the Project Team.

The scope of a Project is typically set for completion in a three to four month time frame. Management generally sets criteria that Projects must deliver a minimal annualized return, such as \$150,000. The structure of these projects and its Charter keeps the project focused. The Project has a planned conclusion date with known deliverables. And it has buy-in from top management. These requirements, together with the Six Sigma tools and techniques, ensure project success.

A trend that is not necessarily new, but perhaps becoming more widespread, is the emphasis on Cycle-Time reduction. It seems there are several reasons for this:

- Late Shipments result in penalties
- Excessive Cycle Times lead to downtime for downstream processes
- Cycle Time reduction improves capacity, reducing the need for increased labor, equipment or facility costs
- As Projects move into Administrative and Support areas, cycle time is a natural metric

The interest in Cycle-time reduction might also be traced to awareness: as Black Belts are trained in tools for cycle-time reduction, they notice opportunities that were once thought of as 'the way we do things around here'. Some of the tools used by Six Sigma Project Teams for Cycle-time reduction include Process Mapping, Lean Thinking, and the Theory of

Constraints. While Process Mapping may be well understood, there is less awareness of the application of Lean Thinking and Constraint Management.

Lean Thinking

(*This material adapted from Keller, 2000*). Lean Thinking is a methodology for improving cycle times and quality through the elimination of waste. It is also known as Lean Manufacturing, when used in manufacturing applications, and the Toyota Production System, due to its origins. The more recent label of Lean Thinking, used by authors James P. Womack and Daniel T. Jones in the title to their excellent work on the subject, implies its application across a broad range of businesses.

The goal in Lean thinking is the elimination of *muda*, Japanese for *waste*, defined as any activity that uses resources and does not create value. Taiichi Ohno of Toyota defined the following types of waste (Womack and Jones added the last):

- 1.Errors requiring rework
- 2.Work with no immediate customer, either internal or external, resulting in work in progress and finished goods inventory
- 3 Unnecessary process steps
- 4.Unnecessary movement of personnel or materials
- 5.Waiting by employees as unfinished work in an upstream process is completed.
- 6.Design of product or processes that do not meet the customer's needs

The implementation of Lean thinking results in a departure from batch scheduling and a movement to continuous flow of single units of product. Lean Thinking seeks to eliminate waste with application of the following five steps:

- 1.Specify *Value*
- 2.Identify Value Stream
- 3.Make the Value Stream Flow
- 4.Replace Push Scheduling with Pull Scheduling
- 5.Achieve Perfection

Creating Flow incorporates several Lean concepts: Just in Time scheduling, Kanban cards, Kaizen, and 5S. 5S comes from the Japanese words used to create organization and cleanliness in the work place: Seiri (organization); Sieton (tidiness); Seiso (purity); Seiketsu (cleanliness); Shitsuke (discipline)). These have been translated into the following Americanized 5S's (ReVelle):

- 1.Sort: eliminate whatever is not needed.
- 2.Straighten: organize whatever remains
- 3.Shine: clean the work area
- 4.Standardize: schedule regular cleaning and maintenance
- 5.Sustain: make 5S a way of life

Lean Examples

The assembly of a satellite consumes a large amount of floor space. When in-process inventory lies in wait for material or labor, there is waste. This waste is manifested as inventory carrying costs and delays to customers. It also presents safety hazards to employees, as the bulky satellites are difficult to navigate around without risk of injury to personnel or damage to the satellite. Any of these factors alone have the potential for millions of dollars in loss.

A Six Sigma Project was defined to revise the layout of the assembly area, as well as to implement a Pull-type scheduling system for the assembly process. These efforts improved the flow of material through the area, decreasing the instance-day count of partial assemblies. This not only decreased the potential for injury and damage, but also circumvented (or at least delayed) the need for additional floor space to handle increased capacity requirements.

Another examples of Cycle-time reduction include the improvements made to the software approval process by a Six Sigma team, resulting in a 40% reduction in the time to generate an approval. The improvement process forced a re-evaluation of the value stream, resulting in improvements to the quality of the service. Not surprisingly, the personnel performing the approvals reported a significant improvement in their own morale, as well as the morale of their internal customers.

Constraint Management

Constraint Management is based on the Theory of Constraints developed by Goldratt and popularized in his book *The Goal*. The Theory of Constraints provides a set of tools and principles for optimizing systems, in recognition that optimizing each process within a system can actually de-optimize the system. If the system is viewed as a chain, then the *constraint* is the weak link that prevents the system from reaching its goal. Improvements to other parts of the chain do make the weak link any stronger.

Each independent chain within a system can be limited by only one constraint at a time. There are many types of constraints (Dettmer):

- Market: such as insufficient market demand for product or service
- Resources: personnel, equipment, or facilities.
- Material: either insufficient quantity or quality of available material
- Supplier: unreliable due to schedule or quality.
- Financial: cash flow.
- Knowledge/Competence: insufficient skills of work force or insufficient information available for your work force to effectively do their jobs.

- Policy: management or tradition.

Dettmer points out that policy constraints are perhaps the most prevalent, and are not entirely due to management decree: phrases such as “We don’t do it that way” are examples of policy by tradition.

Constraint theory provides five focusing steps for improving the system:

1. Identify the constraint
2. Exploit the constraint
3. Subordinate everything else to that decision
4. Elevate the constraint
5. Repeat the analysis

Once the constraint has been identified, if it can be removed, then step 1 may be repeated. In fact, the system should be periodically re-evaluated to determine if the constraint has changed. Some constraints can be exploited, so that you get maximum value from the constraint. For example, if the constraint is a piece of equipment, you might change your product mix, or manufacturing requirements, to achieve the highest return from that piece of equipment. Once the constraint has been fully exploited, all other processes must be subordinate (or secondary) to that decision. Resource allocation and improvements should be directed to the constraint, since capacity or quality improvements to other processes will not improve (and could degrade) the system performance. Once all other processes have been subordinated, then elevate the constraint by considering alternatives to remove (or more precisely: move) the constraint. Then, evaluate where the new constraint occurs so it can be identified, exploited, subordinated and elevated.

The Theory of Constraints can be applied to Six Sigma Projects in several ways: as applied to Project Management, and as applied to System Improvement and Optimization. When applied to Project Management, the methodology is commonly referred to as Critical Chain management.

Trend Two: Smaller Business Deployment

As more organizations deploy Six Sigma Projects throughout their business units, Projects increasingly involve their suppliers. This creates an awareness of the Six Sigma methodology at the supplier-level. Some organizations even take it upon themselves to train their suppliers on the techniques, so that the resulting improvements in cost, schedule and quality improve their ability to do the same.

As the Six Sigma market grows, so does the availability of organizations to assist in deployment and integration. This availability of technical expertise allows smaller businesses to realistically consider Six Sigma deployment with minimal economic investment. While some consulting organizations still charge a

million dollars or more for deployment, there are plenty of organizations willing to work for more reasonable rates.

Trend Three: Integration With Other Initiatives

Although there has been much confusion about the Six Sigma methodology, there has been recently more acceptance of it as a Management Initiative. Six Sigma is primarily a management program. It is a new way of doing business, and a new way to run your business. It will change the way you operate. It has to, in order to achieve the levels of improvements necessary to move beyond the common Three Sigma levels of performance for most businesses.

As a Management Initiative, it can serve as a framework for other improvement strategies, including Lean Manufacturing, Quality Improvement, Statistical Process Control, Cost of Quality, and countless others. The question arises: Which processes should have the highest priority for improvement? When improvement plans are tied to specific Six Sigma Projects, Management can set priorities for the projects as part of their Six Sigma Sponsorship and oversight roles. By defining a clear set of criteria for project deployment based on customer and financial concerns, Management focuses the improvement efforts towards those projects with the highest potential.

How does Six Sigma relate to ISO 9000? A common Six Sigma improvement cycle is known as DMAIC (pronounced Dah-MAY-ick), which is an acronym for Define - Measure - Analyze - Improve - Control. This last step, Control, involves, amongst other things, implementing a plan for sustainability of the improvements evidenced during the Analyze phase. These control plans, and their policies, procedures or work instructions, may be managed via the ISO 9000 Control System.

Conclusion

There are many Six Sigma practices or techniques that are familiar to us in the quality profession. As such, we can tend to take the approach for granted, and not realize the implications of its success. Six Sigma as a Management Practice has the capability of transforming the quality profession, as we know it. These trends represent an evolution of best practices to common use, as predicted by the Kano model.

Acknowledgments

Thanks to QA Publishing for the use of copyrighted material (written by this author) from *The Handbook of Quality Management* and the forth-coming *Six Sigma Deployment* textbooks.

References

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Paul Keller is Vice President, Quality America Inc., Six Sigma Partners, Tucson, AZ. His paper was presented at the 55th AQC in Charlotte, NC and is reprinted here with the author's permission.

Meet Baltimore's Elected Officers

Frank M. Vojik, Section Chair - is a quality management consultant with over 12 years experience in the quality assurance field. He has developed and implemented ISO-registered quality management systems at a variety of manufacturing locations nationally. In those capacities he served as the ISO Management Representative for multiple locations and was responsible for a variety of functions including document control, internal quality auditor programs, supplier evaluations, and the statistical evaluation and monitoring of process measurement systems.

A graduate of the University of Maryland with a BS degree in Management Science, he has completed all the course work for a Master of Science in Quality Assurance via the Internet from California State University – Dominguez Hills and is currently working on his thesis to complete the degree requirements.

Frank is a Senior Member of ASQ and is also a member of the Association for Quality and Participation and the American Statistical Association. Frank has previously served the board as Membership Chair, Board Secretary, Treasurer, and Vice-Chair. He is certified as a Quality Auditor, Quality Engineer, and Quality Manager.

Gil Cuffari, Vice Chair for 2001-2002 is currently Director, Quality Assurance for American Yeast, Lallemand, Inc. During his 20+ year career, he has held various positions in quality control and assurance, manufacturing and regulatory compliance at both Fortune 500 and small biotechnology companies, and has also consulted privately in quality assurance, product risk management and compliance, and technical writing. Gil is a Senior Member of ASQ, with certifications in Quality Engineering and Auditing, and is a member of the American Society for Microbiology, American Chemical Society, and the American Association of Cereal Chemists. He served as Treasurer and Secretary in the Baltimore Section and Vice Chair in the Princeton, NJ Section. He is a

graduate of Rutgers University, with BS and Ph.D. degrees microbial biochemistry.

Scott Fairchild, Secretary, graduated from the University of Maryland, Baltimore County in 1985 with a BS in Chemistry. Worked in the chemical industry for 5 years as a Chemist and a Statistical Process Controller. Worked in the Industrial Minerals industry for 11 years as a Quality Control Laboratory Supervisor and a QA Manager. Has been a member of ASQ since 1991. Is certified as a CQA and CQE. Joined the Section's Executive Board in 1998 and served as Arrangements Chair for three years.

Newly Certified Quality Personnel

The Baltimore Section recognizes the following newly certified individuals who have passed the June 2001 ASQ examinations.

Certified Quality Improvement Associate

Steven H. White

Certified Quality Auditor

Charles E. Dorsey	US Postal Services
Wm. Bruce Falkenstine	Process Works
Robert C. Ferrell III	Arinc
William E. Getz	Kop-Flex
Samuel L. Hom	Litton Advanced Systems
Laura R. King	BD Biosciences
Patsy E. Mangum	Northrop Grumman
Viva M. Roberts	Quest International
Joel A. Santos	Quest International

Certified Quality Engineer

Daniel G. Bedner	Fairchild Controls
James R. Fulton	Fairchild Controls
Michael T. Henn	Northrop Grumman
Edmond S. Mitchell	Ciena
Ronald W. Savoie	Northrop Grumman

Certified Software Quality Engineer

Rick G. Gibson	American University
Christopher C. Jones	IIT Research
Robert C. Larrabee	

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

James R. Fulton, CQE, Fairchild Controls Co., Preparing for the examination was a lot of work but the effort was worth the feeling of accomplishment. My preparation included a 12-week Certified Quality Engineer Examination Review at the Owings Mills

Center - Community College of Baltimore County in conjunction with the Baltimore ASQ Section and a self-study program using the Bill Wortman Quality Council of Indiana CQE Primer. In my opinion both the classroom and Primer studies were instrumental in achieving the certification.

Robert Ferrell, CQA, Arinc - In preparing for the CQA exam, I attended the CQA Examination Review course offered at the CCBC, Owings Mill Center. I believe the course was certainly helpful especially the Review Mock Exam. If I had an opportunity to change the course structure, I would recommend that students be given three Mock Exams: one at the beginning of the course, one sometime during the middle of the course, and at end of the course. I believe that a student would then better progress and identify areas to devote more attention. I did not have real difficulty with the course material but several of the questions, I felt, were poorly written. More practice sessions, I believe, would probably improve the overall pass percentage.

At the end of the course I had an opportunity to look briefly through the CQA Primer. I would strongly recommend that others taking the course review the questions provided. A co-worker, **Bill Scott**, also successfully completed the CQA exam this year. He also attended the CQA Examination Review course and studied with the CQA Primer. He was the one who advised me to take a look at the CQA primer.

Ron Savoie, CQE - Northrop Grumman: When the opportunity arose for me to take the CQE Exam review at Northrop Grumman, I figured –“Why Not? Opportunity is knocking.” However, I hadn’t even thought about taking the CQE Exam until I heard about the course. Well, I don’t think it was opportunity knocking. It was more like--well—insanity. At least, that’s the conclusion I came to after my first class when my instructor said, “Just wanted to let you all know that this is a refresher course for topics you should already know.”

The hours of study dragged into weeks and then into months. Then I took the Mock Exam (part of the course) and got a low / failing grade. Was all this work going to be for nothing? The trouble was I had told myself that I was only going to take the real exam one time! If I passed, I passed. If I failed, well, I still had learned a lot in the process. Should I take the exam in less than two weeks or postpone it until December? I couldn’t tell my wife, or myself, that there would be many more months of me being a stressed out grouch.

Not wanting to discourage future exam takers let me simply say that I took the exam in June and passed! What a pleasant surprise! The CQE Exam Review course was a very big help! It summarized most of the

information I would need. The difference between the Mock Exam results and those of the actual exam can be traced to better organization of my CQE Primer material and having experienced the exam pitfalls.

To all future exam takers I want to wish good luck and to suggest that you take the refresher course, organize your material well, and, of course, study hard.

Edmond Mitchell, CQE - Ciena - It feels great to be able to achieve such a goal as passing the CQE exam. The most important thing I can comment on is the fact that this test cannot be underestimated for those thinking of taking it. I have been in the Quality arena for 15 years and I still feel that I would not have achieved this goal if I had not taken the 10 week prep class offered by the Community College of Baltimore County. The prep class combined with the primer is a must for anyone planning to take the test regardless of experience. The mock exam given two weeks prior to the real test is an education itself in how to take this test. I did not do well on the mock, but felt I did very well on the real test! It was the most challenging single test I have ever taken but now, holding my certification, know it was the most rewarding accomplishment I have had in my quality career. I really feel like I have earned the right, and am very proud, to be called a Quality Engineer.

Bud Getz, CQA - Kop-Flex, Inc. - Taking the CQA review course was the key to passing the exam - thanks to the excellent instructors.

Section Pass Rates - June, 2001

Exam	Total	Pass	Per Cent
CQIA	1	1	100.0 %
CQA	18	9	50.0 %
CQE	7	5	71.4 %
CSQE	4	6	66.7 %

Number Taking Review Class / Sat / Passed

Exam	Review Class	Sat for Exam	Passed Exam	Per Cent
CQA	6	3	2	66.7 %
CQE	6	3	3	100.0 %
CSQE	13	11	6	55.6 %

***ASQ OK’s New Certification Rules!!
Eases Synchronization Process!!***

The ASQ Recertification Board has agreed on two new rules, which were effective July 1, 2001. The new rules involve the review of “Electronic Media” and the method of synchronization of two or more certifications.

The “Video Tape” category was changed to “Electronic Media” and now includes audiotapes, videotapes, CD-ROM’s, satellite conferences, etc.

With the new allowances come new rules. There will be documentation required which will be a copy of the Electronic Media packaging showing the title and length of time, and the recertification journal page showing the date(s) of viewing. If no formal documentation is available, a letter from the source of the documentation or your supervisor attesting to the title and length of time is required.

The Electronic Media must fall into one of the certification areas BOK and must have a finite time length, as a videotape would. No self-paced Electronic Media will be accepted, regardless of topic. (Note that self-paced Computer Based Training (CBT) falls under Professional Development or Student.)

The new way of synchronizing certifications is as follows:

1. Submit the proper number of credits for the certification currently due.
2. Indicate on the front cover which future certifications you would like to be synchronized.
3. You are **not** required to provide evidence for any other certifications you wish to be synchronized.
4. All certifications listed on your application will then be synchronized to expire when your currently due certification expires.

The fees will be the same for members- \$50 for two or more certifications. Non-members pay \$50 for **each** recertification

These new rules are advantageous in that they allow more types of document review for credit and provide an easing of synchronization rules.

Also, a note about submissions: Please **do not send certification material registered or certified**. This slows down the process, since it must be picked up at the Post Office. Simply make copies for your records of everything you send me and send it First Class Mail.

If you have any questions, feel free to contact me.

Howard Swartz
410-628-3278
swartzhc@aaicorp.com

Submit your certifications to:

Howard Swartz
8 Timber Way Court
Reisterstown, MD 21136

ASQ and AQP Announce Affiliation

The American Society for Quality (ASQ) and the Association for Quality and Participation (AQP) have announced an affiliation between the two organizations. Under the agreement, AQP would

formally be identified as "an affiliate organization of ASQ." The agreement also calls for the organizations to maintain their current separate offices and administrative staffs in Milwaukee and Cincinnati. Affiliation will take effect as soon as possible, if approved by both organizations' Board of Directors

The two leading U.S. quality organizations have agreed to affiliate, resulting in a broader array of products and services to both organizations' members.

The Milwaukee-based ASQ and the Cincinnati-based AQP made the joint announcement March 19 at AQP's annual spring conference and membership meeting in Chicago.

The proposed affiliation, presented by **Jennifer Powell**, president of AQP, and **Gregory H. Watson**, president of ASQ, will see the organizations collaborate to develop a business plan that explores all aspects of the affiliation.

"ASQ and AQP share common vision," Powell said. "The two organizations complement one another. The collaboration and shared vision of these organizations make them both more important and dynamic, resulting in a broader range of services for members," she said.

There are many parallels between ASQ and AQP, Watson pointed out. He termed the affiliation "a win-win for the quality movement in the United States that will enhance the future of quality with a host of significant benefit exchanges for members. When we look at the future of quality, we see a growing need for the offerings that AQP promotes. Bringing ASQ and AQP together offers a very powerful combination of services for the quality community."

"We share a common vision-the advancement of excellence through quality at all levels, in all areas, whether individual, organizational or community. Working together toward our common goal ensures a healthy future for the quality movement in the United States and worldwide," Watson said.

ASQ and AQP have worked together in the past, including co-sponsoring the Quest for Excellence conference, the official conference of the Malcolm Baldrige National Quality Award, and the National Quality in Education Conference.

The affiliation will enable AQP to develop and deliver its products and services intact. It will also increase the prospects of AQP's products and services through expanded marketing to ASQ's broad international membership, Powell explained.

Among the areas of collaboration to be evaluated in the jointly developed business plan will be subscription access to each other's periodicals, joint chapter and section membership and shared discount
(Continued on Page 8)

A REAL EXPERIENCE

By Debbie Harrell

The morning started off not too good
I didn't leave the house the time I should
You see, I want to leave early to get a good seat
As it turned out, there was traffic to beat

I was driving, and far as the eye could see
I was all alone on "I-83"
For the CSQE exam this was the only date
And I arrived, needless to say, a little late

I introduced myself and as I spoke
I found out, there were auditors, accountants,
engineers, and software folks
I was among the brains of the world
There were about six guys and six girls

But as I reflected on the past few weeks
I had no reason to think I was weak
I had help both at work and at home
And we did research if the answers were unknown

I'm not a crybaby, don't get me wrong
That test was really **4 HOURS LONG**
I began reading every word
And yet there were questions
We never discussed, read or heard

I seem to have forgotten more than I knew
Especially on Questions One and Two
I had studied long and hard and I believe I did my best
BUT, there was nothing easy about this test

But all things considered, I've learned a great deal
And if nothing else, the experience was "real"
*The Section expresses our thanks to our Certification Poet
Laureate Debbie Harrell for expressing in verse her feelings
on the Certification exam.*

ASQ/AQP (Continued)

pricing to publications, conferences, certification and training.

About AQP

AQP, with 3,400 members, was formed in 1977. It provides networking, training and information services related to employee involvement, team building, facilitation and other practices that encourage participation in local quality management processes. AQP focuses on those elements of quality management that serve the people in the process, from workers to managers and executives.

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.*

Certification Exam Schedule

Examination	Application Date	Exam Date
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

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