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

Chairman's Corner

Frank Vojik

Since I wrote you last, several events, national in nature and scope, have dominated the news. The most important, of course, are the terrorist attacks on the World Trade Center in New York City and the Pentagon Building in Washington. Many words, more moving and eloquent than I can ever hope to match in this column, have been written and spoken about these national disasters, so I will not dwell on them further in this column.

I would like to note, however, that your board has unanimously voted to donate \$1,000 out of section funds for disaster relief. I would ask that all section members to give a donation, appropriate to your means, in remembrance of the victims and to assist the survivors of these attacks.

There was another loss in the past couple of months. One of the great Quality Gurus has passed from our midst – Phil Crosby. Phil died in mid-August after a long battle with cancer. Of course, he is most remembered for his books, the most popular being *Quality is Free*, which sold over one million copies. This philosophy was boldly stated in this statement where he declared “Quality is not only free, it is an honest-to-everything profit maker. Every penny you don’t spend on doing things wrong, over, or instead of, becomes half a penny to the bottom line. In these days of ‘who knows what’s going to happen to

our business tomorrow,’ there aren’t many ways left to make a profit improvement. If you concentrate on making quality certain, you can probably increase your profits by an amount equal to 5% to 10% of your sales. That is a lot of money for free.”¹

To those of us who are not entirely familiar with Crosby’s quality philosophy, it is embodied in what he called the “Absolutes of Quality Management” which include the following points:

- Quality means conformance to requirements, not elegance.
- There is no such thing as a quality problem.
- There is no such thing as the economics of quality; doing things right the first time is always cheaper.
- The only performance measurement is the cost of quality, which is the expense of nonconformance.
- The only performance standard is “Zero Defects.”

Unlike other quality philosophies such as those espoused by Deming and Juran, Crosby’s program was and is essentially behavioral in theory and practice. He emphasized using management and organizational processes rather than statistical techniques to change corporate culture and attitudes.

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¹ Philip Crosby, *Quality is Free* (New York: McGraw-Hill, 1979).

Chairman's Corner *(continued)*

Because his approach is basically behavioral and motivational, his place in the Pantheon of Quality Greats is not as high as that of Deming and Juran, or even Feigenbaum and Ishikawa. Nevertheless, he was an entertaining speaker and great motivator, and thousands of quality professionals have attended both his seminars and Quality College.

What it means for us is that another Voice for Quality has been forever stilled.

Association for Quality and Participation (AQP)

In August, the *Quality Connection* shared news of the affiliation of the Association for Quality and Participation and the American Society for Quality. The format of this affiliation continues to evolve at the National Offices, with AQP now searching for a Managing Director.

The Chesapeake Chapter of the Association for Quality and Participation is currently exploring its affiliation with the Baltimore Section of ASQ. An announcement of this affiliation will be made in October. The Chapter plans to work with the Program Committee of the Baltimore Section on two programs in the spring of 2002. Visit the Chapter's Website at www.bcpl.net/~pderman/aqp or send an email to AQPEmail@aol.com.

Other Chapters of the AQP in the Baltimore-Washington area include:

Association for Quality and Participation National Capital Chapter - For more information call the Chapter hotline at 703-532-9440 or Wayne Vick at 703-913-6513 or write AQP@Vick.com

Association for Quality & Participation Cumberland Valley Chapter - For information contact Thelma Diehl at tdiehl@summithealth.org 717-267-7912 or, or Marian Witherow at 717-794-2600 or marian@planetcable.net

Put on your calendars ***NOW***, the Association for Quality and Participation's National Conference "Thriving Through Teamwork" to be held March 11 – 13, 2002 in Las Vegas, and featuring the National Team Competition. For additional Information on the Conference and National AQP News connect to <http://www.aqp.org>, or call 1-800-733-3310.

Upcoming Event of Note - October 29 University of Maryland Center for Quality and Productivity Presentation of Senate Productivity and Maryland Excellence Awards. For more information about the Senate Productivity and Maryland Quality Awards call the Maryland Center at 301-403-4413, visit www.bsos.umd.edu/mcqp, or call Nellie Freeman at Senator Sarbanes' office, 202-224-4524.

Approved List of Six Sigma Short Cuts (You wish!)

By Thomas Pyzdek

I often receive email and phone calls from people whose management has expressed an interest in Six Sigma, but they don't like the approach used by pioneering companies such as Motorola, GE, AlliedSignal, Texas Instruments and others (i.e., hard work and dedication from the top down.) When I suggest that they not proceed until they can persuade their leadership to do it right, I am told that they must forge ahead anyway. This message is conveyed with a great deal of weeping, wailing, and gnashing of teeth. As you might imagine, this can get depressing after a while. So, in an attempt to preserve my sanity, I am writing a column for those of my readers who want to hear that it's okay to take short cuts. Before contacting me, see if the answer you want is already on the list below.

Ignore the customer

Some companies spend a lot of time and money getting customer input, only to find that customer requirements are maddeningly vague and difficult to translate into internal requirements, goals and Six Sigma projects. You can avoid this aggravation by simply skipping this step. Besides, what the customer wants is obvious anyway.

Start Six Sigma at the bottom or the middle of the organization

Six Sigma took a lot of time from CEOs such as Bob Galvin, Larry Bossidy and Jack Welch. But unlike these slackers, your executives are too busy to give it more than lip service. That's okay, as long as you write some really good lines for them to read in their speeches. Start Six Sigma wherever you want. However, be sure to give top management credit for any successes!

Don't change the incentives for managers

Managers will always do what's best for the organization, even if it has an adverse impact on them personally and professionally.

Do it on the cheap

Is it really necessary to provide 160 to 240 hours of Black Belt training? Of course not. Try the "compressed" training program that offers four weeks of training in only two weeks, or that Internet course that only takes a couple of weekends. Also, be sure to hire the consultant who submits the lowest bid. Better still, just go it alone. Think of the savings!

Don't integrate Six Sigma with other initiatives

If you're already working on lean and a half-dozen other programs, just add Six Sigma to the mix. Your people are smart enough to figure out how these programs relate to one another.

Try it on a small scale to see if it works

Six Sigma is a proven success in organizations of all sizes in a wide variety of service and manufacturing industries. But your organization is unique so who knows if it will work for you? To prove it will work for you, try a small-scale pilot. Of course, a pilot will be too small to command attention from top management, none of the major management systems can be changed for the pilot, the supporting infrastructure won't be there for the team, etc. But don't sweat the small stuff; your people can make it succeed.

Don't worry about documenting the bottom line impact of projects

When you do TQM projects it's enough to show that you made quality better by reducing defects. What's wrong with that? Besides, it takes a lot of time to figure out real savings and that time isn't value-added. Don't worry about skeptics challenging the value of Six Sigma in the future, what are the odds of that happening?

Let the quality department lead the effort

Six Sigma uses many quality improvement tools already known to specialists in the quality department. Why waste time and money by teaching these tools to others?

Emphasize statistical skills when choosing Black Belt candidates

Those "soft" change agent skills can be picked up by anyone with half a brain. But statistics are "hard skills." Drag the analysts from their computers and put them to work on the front line!

Let the Black Belts report to local managers

Successful companies believe that Black Belts have a difficult time disengaging from their routine work when they report to their old boss. But your people do what's best for the company even if it isn't in their best interest personally (see above), so that won't be a problem for you.

Have part time Black Belts

Full time Black Belts are difficult to extricate from their real jobs. Busy managers don't need this confusion. Avoid it by letting the Black Belts work on Six Sigma projects in their spare time.

Don't set tight deadlines or ambitious goals for Black Belts

Six Sigma might be viewed as ruthless if people are held to high standards. Cut the Black Belts some slack. If they're trying hard and doing their best, what more can you ask?

Select projects based on local criteria

Some companies waste time studying the entire customer value stream, and then use Six Sigma to identify projects that will improve the system as a

whole. But your manufacturing manager is ready to go now, while the others are dragging their feet. It would take a lot of time to change that, and who needs that kind of grief? Take the path of least resistance.

Thomas Pyzdek is the author of The Six Sigma Handbook and a consultant in Six Sigma. Learn more about Six Sigma at www.pyzdek.com. Reprinted with permission from "Six Sigma and Beyond" column that was first published in Quality Digest July 2001 (530-893-4095 or www.qualitydigest.com). Copyright QCI International, 2001."

September Program To Be Rescheduled

Due to the terrorist attacks on the World Trade Center in New York, The Pentagon in Virginia and the crash in Pennsylvania, the September meeting of the Baltimore Section was canceled. The topic was ISO 9001:2000 Transition, as well as the associated tutorial, will be rescheduled. Present plans indicate that a date in either February or March 2002 will be selected. Look for updates in both the Newsletter and in the Section meeting notices for upcoming meetings.

Meet Baltimore's Elected Officers

William E. Barton is Founder and Principal of BioPharma Venture Associates, LLC a biotech consulting company that specializes in management, organizational and business development services. Bill provides operational, strategic, marketing, quality and regulatory expertise to client companies. He has worked for over 20 years in FDA regulated biotechnology and diagnostic industries in various management positions. He graduated from Grove City College with a BS. in Biology and Psychology, the University of Maryland with M.Ed. and Ph.D. in Human Development. He is a Certified Quality Manager, and Treasurer for the Baltimore Section ASQ.

Software Division Survey

The Software Division, ASQ is conducting a survey focused on determining emerging areas of concern and / or interest to software enterprises. The Division wishes to improve their service to their constituent members and their sponsoring organizations by addressing current needs more effectively. Your assistance is requested in completing the survey, which will be used by the Software Division to plan future member services. The survey can be accessed at www-biz.aum.edu/tomgriffin/softwarequality/RCSurvey.htm

Customer-Supplier Division 2001 Conference
Nov. 5-6, 2001 -- Louisville, KY
Customer-Supplier Relationships: Win, Place or Show?

Long before you line up at the gate in the race to be best in your class, many factors are working together to influence the outcome of that race. Regardless of whether or not these factors are under your direct control, you can be prepared for all contingencies.

Presentations will focus on the vital, yet fragile, relationships that exist between customers and suppliers, sharing information on skills for enhancing these relationships. Six pre-conference tutorials and two post-conference tutorials, covering topics from the customer-supplier body of knowledge, allow you to expand your learning experience.

Three tracks of speakers; WIN With Improved Customer-Supplier Relationships (general focus), PLACE An Emphasis on Effective Processes (Six Sigma focus), and SHOW Me How (focused on tools and customer satisfaction) will provide you tactics for helping you run your own race with new relationship attitudes in areas of linkage, sharing, and collaboration that increase value through the supply web. Keynote speakers are John A. Goodman, President, TARP and Dr. Jeffrey N. Lowenthal, President & COO, VISION-IBS, Ltd.

Our goal is to provide you with a conference that helps you to learn it today and use it tomorrow! For more information contact Jeff Jaswa at Jeff.Jaswa@AkzoNobel.com, visit the CSD web site at www.asqcsd.org, or call 800-248-1946 and request registration brochure #B0833.

Division News and Notes

The ASQ Biomedical Division Discussion Group Project - David Leo – Vice Chair of Discussion Groups

The ASQ Biomedical Division has adopted as part of its strategic objective a commitment to the setting up of Biomedical Division sponsored Discussion Groups in key areas around the United States. The formation of these Discussion Groups is a response to local and regional educational/informational needs for professionals working in the Medical Device and Diagnostic industries. The Discussion Group concept offers an abbreviated alternative to the traditional 2-3 day Biomedical Division national seminars by offering local, high quality and reasonably priced 1/2 to 1 day seminars and conferences in areas of the country that

have a high concentration of Medical Device and/or Diagnostic Companies.

Discussion Group Mission Statement: *To provide a forum for professionals involved in the development, quality, manufacture and regulation of medical devices and diagnostics to learn, teach and discuss issues specific to the medical device and diagnostic industry.*

Discussion Group Vision Statement: *To be recognized by our members, the industry we serve and regulatory bodies as the leading provider of information and learning opportunities relating to quality in the support of the achievement and advancement of individual and organizational excellence.*

Discussion Group Strategic Objectives: *To establish Discussion Groups nationally and worldwide in areas that have a concentration of medical devices constituents.*

- *To promote a symbiotic relationship between industry representatives and regulatory agencies in order to provide information and education to the regional populace in an accurate, timely, and cost effective manner.*
- *To foster a spirit of cooperation and partnership with other industry associations so that members of the medical device community are given easy access to topics and issues essential to the attainment of individual and organizational excellence.*

This concept has proved very successful in the San Francisco Bay area and in New England where these Discussion Groups have existed for a number of years. The Bay Area Discussion Group offers monthly interactive roundtables with limited attendance of around 30 people while the New England group offers quarterly seminars that can accommodate up to 200 plus people. The Rocky Mountain Area Discussion Group had their first conference in June of 2001 which was very well attended and are positioned to become a viable source of information and education for people in Colorado, Utah, New Mexico and the surrounding area. In Minnesota, a Discussion Group Board was recently established and is planning their inaugural event for late 2001 or early 2002.

Each Governing Board is staffed by local professionals who realize the importance of keeping abreast of both technological advancements and regulatory changes in their industry. The Governing Board interacts with the area's FDA staff and networks with regional industry experts to keep a constant flow of information available to their geographic constituency. Topics range from basic GMP/QSR training for a medical device industry neophyte to seminars on Management Responsibility for industry

executives in response to QSIT's focus on management controls and responsibility.

The experience has been very rewarding for both the Board Members as well as conference attendees. As a Board Member one has an opportunity to network with industry peers and regulatory personal in a way not available in any other forum. You exchange ideas and information, analyze interpretations and implications of both new and established regulations and become a catalyst to disseminate product, process and regulatory knowledge to the general medical device populace. Local Discussion Group Board Members are also viewed as potential candidates for leadership positions on the National Biomedical Division Council. Starting at the local or regional level allows the individual professional to gradually assess their aptitude for and receptiveness toward this type of volunteer leadership.

Areas currently being considered as candidates for regional Discussion Groups are Salt Lake City, San Diego/Los Angeles, Chicago, New Jersey / CT, Dallas / Fort Worth, Raleigh / Durham / Chapel Hill, Southern Florida and St. Louis. The Biomedical Division is actively looking for people to get involved in the project and is prepared to offer its full support and resources to help assure the success of the groups in each region.

If you support this concept, feel there is a need for this type of local activity in your area, and would like more information, please call David Leo at 508-888-3324 or email to davidleo@biomedical-resource.com. For more information on the Biomedical Division you can go to our website at www.asqbiomed.org or contact our Membership Chair, Tim Wells at 301-613-2243 / TRW@QualityHub.com.

2001-2002 Statistics Division Plans

Van Bowen, Chair

Our Organization:

Janice Shade will lead the charge to implement a more process-oriented leadership for our division. The concept of officers accepting a five year commitment in the officer rotation is no longer a model which employers support.

Outreach Survey:

We hear that technical publications don't meet these or those needs, and we hear that the academy is not meeting the needs of applied statisticians. **Darrell Radson** will direct research necessary to understand the problems and needs of current practitioners. It will be refreshing for us to have data! We seek ideas for sources of support for this effort. Darrell's e-mail address is radson@uwm.edu

Our Web Strategy:

Mark Kiel will guide the development of a road map for our web strategy. The needs have changed since we began to serve the Division needs by providing a web site. In the early days, there might have been 400 sites that a search on statistics would "hit." Now there are nearly 13,000,000. We see the need to think "serving our members" in the best way possible.

Regional Councilors and Section Liaisons:

Bob Mitchell will spearhead this effort with the help of **John Murphy** and **JL Madrigal**. We need to support and develop our Regional Councilors and Section Liaisons for future leadership positions.

Business/Academia Workshop:

In our long range planning, we recognized that teaching statistical tools and mentoring practical applications are two processes, which compete for time in statistical educational programs. It is also the case that in most of the companies that have deployed six-sigma, statisticians have not been represented very well in leadership positions. The message that one might get from some of these bits of information is that *knowing more statistics may not place you in a position where your value will be more utilized*. We aspire to help statisticians learn to transition from passive consultants to organizational leaders. Our plan is to interview up to ten senior executives and ask them to identify key factors for a statistician to be considered for a leadership position. These interviews provide real data concerning the changes we can make to change the way our value can be utilized. We plan to organize a pilot workshop at an accessible university in the spring of 2002. Participants will include academics, students, recent graduates, and as many statistics practitioners as can be accommodated.

Human Development and Leadership Division

Puts New Emphasis on Leadership

How do you define leadership? Is it an inherent ability? A learned skill? Or both? Is it something that comes from inside? Or is it thrust upon those that are in the right place at the right time? If you struggle with these questions, you can now get some help finding the answers. The Human Development & Leadership Division of ASQ has published a Leadership Primer, which defines the major roles a leader must assume to be effective. This Primer represents the summation of the writings of over fifty authors on the subject of leadership. In addition, they are offering seminars and workshops on Leadership Thinking Skills exploring the relationship between leadership and multiple intelligence theory. Using the HD&L Leadership Primer as a starting point,

(Continued on page 6)

Continued from page 5) multiple intelligence theory is discussed as it relates to the leader creating vision, building the organization, motivating and mentoring people, communicating with people, and transforming people and organizations.

If you are interested in these topics, HD&L encourages to get involved by becoming a member. Dedicated to advancing personal and professional development, HD&L offers a wide range of services aimed at helping its members understand and leverage their knowledge and capability both within and outside the workplace. And it is this focus on the individual rather than systems that makes HD&L unique.

Some of the services offered by HD&L include:

- A quarterly newsletter and a connected web page bringing the latest thinking and perspectives on development and leadership issues including an active e-mail based list server which allows members to exchange the information and learn from each other.
- Publications. The latest of which is entitled, "Putting the Meet into Meetings", provides a straightforward approach and model for making meetings more effective.
- And Conferences and seminars. This year HD&L is participating with Region 5 to offer a quality conference in Laurel, Maryland, in November. Offerings from HDL include a post conference tutorial entitled, "Human Performance – Human Error Avoidance", a presentation on the Human Side of Quality, and a mini-workshop on Leadership Thinking Skills.

The HD&L is always seeking new members to extend and enhance its member knowledge base. Projects for HD&L in the next year include the development of a HD&L Body of Knowledge, participation in the Annual Congress, completion of a one-day workshop on Leadership Thinking Skills and development of new Primer yet to be defined. If you seek information on these subjects or wish to get involved, please contact Keith Conerly, HD&L Membership Chair, @ (517) 638-7058 or visit the HD&L web page at ASQ-HDL.org.

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
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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