



Quality Connection

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

Chairman's Corner

Frank Vojik

As many of you know, at the Annual Quality Congress in May the American Society for Quality and the Association for Quality and Participation announced a business relationship in which AQP would become a self-operating entity/organization under the national ASQ umbrella.

I am happy to report to the membership that a similar venture has been initiated on a local level between the respective boards of the Chesapeake Chapter of AQP and the Baltimore Section of ASQ.

Over the next several months, our organizations will initiate a merger of our local quality societies. Our Executive Board is in the process of making plans and arrangements to address the needs and concerns of AQP members as they transition to ASQ. Here are some things we have done or plan to do in the coming months.

- **Sara Parker**, a member of the AQP board, has joined the ASQ Board as the Section Publicity Chair and will assume the duties of AQP Liaison Chair to address the needs of AQP members throughout the transition period. She will work to ensure that their needs in terms of training and personal development are met in the future. This position will be in charge of the development of at least one section program each year geared to the needs

of existing and former AQP members. Sara will also act as a facilitator for AQP members who wish to formally join ASQ.

- In the past decade, the ASQ has established divisions that serve a variety of interests: Healthcare, Service Quality, Customer-Supplier, Education, Human Development and Leadership, Biomedical, and Government. Our board will advertise the existence of these interest groups to AQP members as well as remind them of the social benefits such as networking and education/training. We will target AQP members with information that demonstrates the advantages of ASQ membership and how our society can support and sustain their interests.

In short, we need to solicit the active participation of AQP members as part of broadening our mission and to grow and thrive as a quality society.

Sara Parker and ASQ Board Advisor **Jo McLaughlin** are planning the joint AQP/ASQ Section meeting for this spring. I will ask for the participation of as many ASQ members as possible in this event to show our support for AQP and everything they bring to the quality arena.

This is a great opportunity to grow the Section with the participation of a solid core of
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Chairman's Corner *(continued)*

quality professionals. Your Board will work very hard to make this a reality.

Team Motivation

By Pete Grazier
Teambuildinginc.

Motivation. We hear the term often. Generally we associate the word with human behavior, meaning a state of mind that moves us to action. And even though few of us have had formal training in it, it's one of those characteristics of life that seems to fit the old adage, "I know it when I see it."

For most of my years working in the field of workplace collaboration, this word has held a place of stature and importance, because it has been, perhaps, the most significant outcome of worker involvement. As the collaboration trend, and more specifically, the use of employee teams continues to grow, one question that is taking on greater importance is how to keep the team motivated over the long haul.

What are the ingredients or characteristics of teams that seem to sustain high levels of motivation?

I posed this question to a group of people recently and found that it tapped into some deeply held beliefs about what makes us do what we do. So for those of you working with teams, here are some thoughts that might help:

What Makes Us Do Anything?

Probably the first question to be answered in a discussion of motivation is "What makes us do anything?" Why am I writing this article? Why are you reading it? Why did you get out of bed today and go to work? Why did you join that volunteer organization last month? Why did you drop out of the other one?

Each day brings with it an endless list of decisions to be made. The process of making those decisions is driven, in large part, by the hope of a benefit or the fear of a consequence.

For example, I truly enjoy coffee and donuts from Dunkin' Donuts. I pay them money for the benefit of enjoying the taste and filling a void in my stomach. However, I limit my intake of these donuts for fear of the consequences of too much sugar and fat in my diet.

Literally, every decision we make is filtered through this process. The industrial psychologists have taken this further by defining these consequences as needs. **Our needs for sustenance, safety, security, belonging, recognition and a sense of growth and**

achievement become strong drivers (motivators) of behavior.

The subject of motivation is, at once, simple and complex. Simple, in that it explains much of what we see happening in human behavior, yet complex when it poses contradictions.

For example, the need to nourish ourselves is strong, and hunger will drive us to extreme actions, particularly in the case of extreme hunger. However, how does one explain a hunger strike? How can you explain the actions of someone who has died because they chose not to eat? The psychologists will say that a higher level need took over....perhaps the need to make a point about an issue that, to the person, was larger than life itself.

So as we attempt to understand motivation, we need to appreciate the subtleties that exist in human behavior, and focus our attention on general principles of motivation that have wider application. At least if we can understand some of these principles, we might be better prepared to lead or facilitate a long-term, highly motivating team experience.

Why Be Part Of A Team?

You've been asked to participate on a team to accomplish some task. Immediately your decision-making process begins.

- What is the purpose of the team?
- Is it a topic that interests me?
- Who will be on the team with me?
- What kind of authority will we have?
- Is it important to management?
- What is the reward for participating?
- What is the risk (perceived as punishment) for not participating?
- How long will it run?
- Will I be better off as a result of my participation?

These are some of the questions we ask ourselves when faced with an invitation to participate in some kind of team. Are they typical questions?...of course. Do they relate to our motivation to participate?...certainly.

Sometimes, however, we are not given the opportunity to refuse participation on a team: for example, a work group or an organization that has restructured itself into self-directed work teams. In these cases, by default, we are part of the group or team.

Nevertheless, in either case, motivation can rise or fall depending on a myriad of factors. Let's look at some of them.

Factors That Influence Team Motivation

I. Purpose

I have asked people for years to describe the characteristics of their most successful and rewarding team experiences. At the top of almost everyone's list is a clear purpose, focus, or mission. But further, for long-term motivation, it must be a purpose or mission that they find aligns with their personal wants and needs.

One can be asked to participate on a temporary task force. If the mission is clear, he might be able to sustain motivation for the duration if he feels it is important. However, if it is a topic that is not in line with his wants and needs, his motivation to continue may diminish.

Many years ago on a construction project, I had assembled a group of electricians to streamline the process of making cable terminations. Since they were all electricians, I thought there would be great interest in working on a process that was frustrating people the way it was designed.

About a month into the group's work, they were having great difficulty maintaining momentum and focus. When I asked them why, they said that some of the electricians were conduit specialists and some were cable tray specialists, and that those not working directly with the cable terminations simply couldn't get interested in the subject. What a lesson for me! **Motivation in this case was lacking because the team's purpose was not in line with some of the members' wants and needs.**

So one strategy with a lethargic team might be to stop the process, revisit the team's purpose or mission, and see if there's alignment on it. Even with a team that seems well motivated, it still is a good strategy to recheck once in a while.

II. Challenge

Another term that I hear frequently when I ask about team motivation is challenge. The human species, as with most animals, has been given a survival mechanism called fight or flight syndrome. When presented with a challenge, our defenses are alerted to move us to action....to run away from danger or address it directly.

Many people will say that their most rewarding team experiences resulted from some sort of challenge. I've heard the stories often of mediocre groups that responded to a challenge with heroic success. **The challenge itself was the motivator.**

In the workplace, these challenges occur infrequently. Teams are not presented with stimulating challenges every day. So the question becomes how to

provide challenges to the team at more frequent intervals.

An additional criterion for a challenge is the **level of difficulty**. If a challenge is too difficult, perhaps perceived as impossible, then team members may give up before they start. However, the same result may occur if the members perceive the challenge as too easy. Little energy is required to accomplish something so easily obtained.

So for ongoing teams, periodic stimulation in the form of a worthy challenge is another method of maintaining motivation.

In 1983, I was managing a work group for a large construction organization. It was a long-term project (10 years), and senior management had discussed conducting an open house for the workforce. Management, however, had always nixed the idea--fearing the difficulty of coordinating an event that would encompass seven thousand workers and their families.

My work group heard about the idea, however, and asked to take on this assignment. There was enormous interest in conducting this event within the workforce, so with much support, my group planned and successfully coordinated an open house that ultimately attracted over 10,000 people.

The challenge for my group was enormous... but achievable. The challenge created high levels of motivation while planning the event; and the sense of accomplishment after the event sustained motivation even longer.

I don't suggest by this example that every work group take on such a formidable task, but simply think about the implications of taking on a new challenge periodically.

III. Camaraderie

Seldom, if ever, in our MBA programs (which purport to be leadership development programs) have we seen courses of study in team development and motivation. That is changing now and will continue to change in the future.

If one studies highly effective groups, one finds that the most successful groups over the long haul tend to address both the technical needs and human needs. These groups are at the same time competent in the work they perform and highly functional in their interpersonal relationships. The group is well balanced in both technical and human skills.

Another factor that emerges from my queries about successful teams is camaraderie, meaning comradeship, fellowship, and loyalty. The people on these teams genuinely like each other and work hard to develop and maintain their relationships.

Although they are probably not aware that research supports this behavior, they just seem to understand that it's a lot easier to support your team member when you have a good relationship. **The fallout from this kind of relationship building is open and direct communication, frequent praising of each other's contributions, and mutual support.**

So, you will say, that is all well and good for teams whose members like each other, but **what if they don't like each other?**

Much of the time we like or dislike someone, it relates more to how well we understand them. And since our formal training has not addressed this, most of us enter adulthood ill-equipped to deal with the myriad of personalities, temperaments, cultures, values, beliefs, ideologies, religions, and idiosyncratic behaviors of those we meet.

One way to break down these barriers is to **expand one's understanding of his own species.** Training is available to address most of the topics above, and exercises can be beneficial if they move us to another level of understanding.

But don't overlook the simple solutions. Designing an **off-site activity** for the team, sometimes just to play together is a powerful way of building camaraderie.

IV. Responsibility

In general, people and teams are stimulated by being given responsibility. Having ownership of an identifiable block of work is a long-held tenet of motivation in groups.

Responsibility can be tricky, however. Implied in this concept is the understanding that the responsibility comes along with authority to make the necessary changes. Teams that have **both the responsibility and authority** tend to maintain motivation over longer periods of time.

Responsibility can be demotivating if the consequences of error or failure are too great. If the organization, for example, has a history of punishing mistakes, then the giving of responsibility is viewed more as a negative. The short-term performance may be good (remember fear is a motivator), but long-term motivation will suffer. It is difficult to sustain high performance when energy is being sapped by fear.

V. Growth

Finally, personal and team growth can provide another basis for sustained motivation. When people feel they are **moving forward, learning new concepts, adding to their skill base, and stretching their minds,** motivation tends to remain high. Personal growth adds value to the individual, enhancing self-esteem and self-worth.

Accordingly, team members and team leaders should look for opportunities that help add knowledge and skills. A good technique is to simply **ask** members what they would like to get from their association with the team, and then **listen** for areas of possible growth.

VI. Leadership

A good leader can be a catalyst for motivation in the short term, but the best leaders create the conditions for the team to motivate itself.

We have all seen examples of how leaders inspired teams to accomplish some phenomenal task. History books and Hollywood are full of these stories, and we come to honor these leaders.

But the charismatic leader that can be so effective in the short term, cannot necessarily sustain motivation indefinitely. Motivation is inherently intrinsic, residing within oneself. Therefore, if one depends continually on another for their source of motivation, eventually it ends.

Great leaders **have a knack for helping others see the best in themselves,** providing the stimulus for self-actualizing behaviors.

But great leaders also **understand the importance of team purpose, challenge, camaraderie, responsibility, and growth, and focus much of their time on creating the conditions for these to exist.**

Great leaders **understand that their team members have needs,** and that for motivation to grow and continue, the activities of the team must help in some way to meet these needs.

Summary

A team whose members are aligned with its purpose, feel a challenge in their task, have a strong sense of camaraderie, feel responsibility for the outcome, and experience growth as a team and in their personal lives, will tend to sustain motivation over the long haul.

This is not to say that they will not have difficulties at times, or that members' wants and needs won't change over time. In these cases, sometimes changes will have to be made. A member who no longer feels the team is meeting his or her needs may have to leave the team to continue on their own path.

But, in as much as it is possible to sustain motivation indefinitely, the factors above will tend to create the best possible environment for it.

(Originally appeared in EI Network January 1998, used with permission. Pete Grazier can be reached through the website: www.teambuildinginc.com.)

An American Concept of Collaboration: Teams in the United States in 2001

There is an interesting phenomenon that occurs when a problem or a concern presents itself. Whether it's within an organization or our society, when a problem affects more than one person in the same way, it becomes a common cause for concern and remedy. The problem or concern becomes a unifier of people, uniting them in unique ways.

One of the most significant examples of this in the history of our country has been the sense of unity and purpose shown by people from all over the United States in the wake of the September 11, 2001, terrorist attacks. People have united and collaborated in ways they never would have imagined prior to the tragic day. From people standing in line to donate blood, to celebrities coming together to raise money for relief funds, to politicians singing patriotic songs in unison as a show of patriotism, the sense of purpose has never seemed stronger. The sense of an America united is omnipresent. Consider that this is not just a national event; political leaders and citizens from all over the world have banded together to fight a common enemy that is terrorism.

On a smaller scale, problems and concerns that present themselves – whether in society or in an organization – also become a common unifier. Within a company, these problems are addressed by many different methods and systems. It can be argued that one of the most effective methods of solving problems is that of teams. And successful teams can have a significant impact – financially and culturally – on an organization.

History of Teams

For decades, businesses in America have looked to teams as a means of improving performance, in particular, bottom line performance. People working together to make improvements within an organization is a concept that has been around for as long as organizations have existed. A more formal concept of working together – that of teams -- came into existence in American businesses in the 1960s. The Quality Circle movement in America was born in the 1970s as a response to the Quality Control Circles that were popular in Japan at the time. In America, Quality Circles were groups of employees that met on a regular basis to solve problems affecting their work area. Mostly, they were focused on quality control issues. These Quality Circles were orchestrated by managers, who ultimately were responsible for implementing the initiatives that the Quality Circle members proposed.

Quality Circles were short-lived and died in the mid-1980s because ultimately managers resisted these circles; they felt threatened by them and didn't like being left out of the decision-making process.

Since that time, several factors have come into play that have changed the way teams are viewed and the way they function. First and foremost, management has shifted its thinking of collaboration within the workplace. Good teams require good managers who value their employees' opinions, are not threatened by them and reward workers when appropriate. Good managers serve as coaches, not commanders. Good managers realize they, too, benefit when good work is accomplished by teams for which they are ultimately responsible. Good managers value their employees' opinions and facilitate rather than control the decision-making of their employees. Today there are many more coaches than commanders.

Over the last two decades, team members themselves have been given more autonomy within the team as companies struggle to become more competitive. They have been told that their opinions count and that they will be recognized for their good work individually and as part of a team.

The Ideal Team in 2001

Today the Ideal Team resembles a jazz ensemble: It is fun, spontaneous and complex. A jazz ensemble allows soloists to go off on riffs to demonstrate a personal talent or technique. Once finished with the solo, the musician steps back and supports other members of the ensemble. Each member can be a "star," if so desired; however, not at the expense of others. While members of the band are each unique in style and their music appears to be free form, as any jazz musician knows, there is an underlying structure. There is a consistency and purpose in the music. Much the way there is a focus and purpose for a work team.

In previous decades, the idea of being on a team was dreaded by those who needed some recognition - their time in the spotlight. Successful teams today are effective because individual expectations are met and not at the expense of the organization. The individual is properly rewarded.

Impact on Business

The company's expectations are met, too, when a team is successful. Companies formulate teams for a variety of reasons. Mostly teams are asked to solve problems so that an organization becomes more flexible, effective and competitive. Some of the most dramatic examples of bottom-line savings within a company have been the work of teams. Consider these examples:

- Environment One Corp., a manufacturer of pressure sewer systems in Niskayuna, NY, doubled production and increased profits by 50% when a team advised cutting three production steps and getting a supplier to do pre-assembly work.
- Blue Cross Blue Shield of Florida saw a 32.5% increase in productivity in its claims department and a 19% decrease in cost per claim when its SAU Claims Quality and Productivity Improvement Team ensured that the appropriate processes and procedures were being implemented to exceed the claims processing standards established by the company's contract with the State of Florida.
- Lucent Technologies enjoyed cost-savings of approximately \$2 million after a team helped to improve factory yield for its electronic circuit assembly process.
- Solectron Corp., a provider of customized electronics manufacturing solutions to original equipment manufacturers in Charlotte, NC, saw a 50% reduction in defect generation, a 50% improvement in machine utilization and millions of dollars in net-cost savings when its Surface Mount Technology Process Improvement team implemented a systematic quality improvement process.
- Shurflo, a pump manufacturer in Santa Ana, CA, doubled sales and tripled profits after managers were taught how to involve workers and employees were taught how they could make contributions. Employee teams cut manufacturing times in half over several years of focusing on processes.

These examples are only a few of thousands upon thousands of success stories that are coming out of companies because of teams. Teams are being charged with finding solutions to problems of all sizes. Some of the most dramatic examples of teams affecting change involve some of the simplest problems. These are problems that are well understood – and perhaps better understood than management – by the average employee, the employee closest to the problem.

Ordinary People Doing Extraordinary Things

A case that illustrates how teams identified and fixed simple problems that management overlooked happened several years ago when Public Service

Electric and Gas (PSE&G) hired a construction firm to build its nuclear reactor in Virginia.

PSE&G, a large gas and utility company, was on a 10-year plan to build the Hope Creek Nuclear Generating Station. The project was supposed to complete 2% of its construction every month in order to finish within its goal of 10 years. However, with two years to go before deadline, the project was dragging, so PSE&G and the constructor brought in Peter Grazier to begin a teambuilding and employee involvement process. Grazier had been working with involvement concepts as early as 1980 and management was seeking a solution to the schedule problems.

With the blessing of PSE&G, Grazier and top managers reached out to unions first to get worker cooperation. Resistance was avoided by explaining to the union leadership that the problems, which were slowing down the project, were not caused by people, but by systems and processes, a fact that was being popularized by Dr. W. Edwards Deming. Literally, within minutes, the leaders of the more than 20 unions of the Camden Building and Construction Trades Council had given their blessing to the new approach.

Several teams of construction workers were identified and charged with finding solutions to improve processes and systems. The first problem, that of traffic which workers got stuck in on their way to the construction site, was one of the most significant problems facing the project. Not only was traffic gridlock causing employees to be late, but also once at work, employees would spend time complaining to fellow employees about the traffic. A team was formed of a cross-section of employees who were impacted by the issue. Within a month of the team's inception, it made six recommendations to the site's management for improving the traffic issue. Upon approval and implementation, the traffic began to flow more smoothly, and the issue went away. It should also be noted that traffic engineers had spent three years attempting to solve the problem.

Another team looked at the installation of electrical wiring. At a nuclear generating station construction site, this can be a cumbersome process. Because of stringent nuclear regulations, there are numerous checks that must be followed. A team was charged with exploring the steps involved in installing electrical wiring to make sure there were no redundancies or superfluous steps involved. The team learned that a 40-step process could be reduced to 8 steps, while at the same time meeting all rules and regulations directed by the nuclear industry regulators. By reducing the number of steps in the process, the

company saw cost-savings of \$1.5 million and a significant improvement in schedule.

Employee surveys that were taken both immediately upon Peter Grazier's being retained by the company and two year after teams had been working on problems showed a huge improvement in the perceptions of site management. The survey asked workers to rate site management as either excellent, good, fair or poor. The first survey came back showing 75% of workers felt that site management was either fair or poor. Two years after teams began making improvements, the same survey showed 75% of workers felt that site management was excellent or good.

Clearly, there are a lot of positive things happening in U.S. businesses as the result of teams. And, while teams mostly exist to help positively impact companies' bottom lines, there are many other positive results of teams that are not as tangible.

A Coup for Worker Morale

When teams are successful within an organization, they improve employee morale and ultimately contribute to a culture that helps keep employees satisfied with their work environment. This helps keep a low turnover rate within the organization. For example, Mr. Grazier relates that on two successive construction projects where teams and employee involvement were implemented, turnover dropped to less than 1% and absenteeism to less than 2% in an industry that averages 10% on both counts.

Individually, when people change their attitude at work, their personal lives are affected, as well. Both Mr. Grazier and Geetha Balagopal, who organizes the National Team Excellence Award competition for AQP have heard from team members who have explained how their participation on a successful team has boosted their morale at work, which has ultimately had a positive affect on their home life. Even spouses of team members are coming forward with praise for the good that team participation can do.

Clearly, there is much good that comes out of successful teams in the United States. As businesses move toward globalization, teams can be key in giving workers a sense of belonging – of fitting in. What businesses must remember is that the success of teams is contingent upon whether the expectations of individual team members are being met. To that end, management must remember that reward and recognition are crucial. The participation in national teams competitions can be one way of receiving well-deserved attention.

As our nation has come together to function as a team in supporting the victims of Sept. 11 and in

backing our government's fight against terrorists, the mentality of collaboration could not be stronger. While no studies have been conducted yet to see if this collaboration mentality has had a spillover effect in businesses, it clearly is one of the greatest examples of the efficacy of teams.

Reprinted with permission from the October issue of ASQwire, ASQ's On-Line News.

Kent County Public Schools Win Silver Maryland Quality Award

Kent County Public Schools won a 2001 Silver Maryland Quality Award for its efforts to improve education in Kent County by adopting a total quality management approach to system, school and classroom management. Senators **Barbara A. Mikulski and Paul S. Sarbanes** presented the award to **Dr. Lorraine A. Costella**, Superintendent of Schools, at a ceremony at the Johns Hopkins Applied Physics Laboratory in Columbia.

The Senators also presented the Senate Productivity Award to **U.S. Coast Guard Activities Baltimore**. (*Other Silver award winners are identified later and their statements are included in the Newsletter.*) Bronze Award winners were **Middle River Aircraft Systems, the National Imaging & Mapping Agency, Novatec, Inc., OAO Technology Solutions, and Western Maryland Hospital Center**.

Kent County Public Schools was the first school system recognized with a Maryland Quality Award. Last year, Bushy Park Elementary School in Howard County won a Gold award. The award is the culmination of over three years of work, according to Dr. Costella. The school system began the process of redefining its management system using the Malcolm Baldrige Criteria for Excellence in Education three years ago. That's when the system established its Baldrige Leadership team. "But the process," says Costella, "actually began a year before that when I discussed the Baldrige Criteria with out-going Board of Education member, **Dr. Terrence Scout**." Dr. Scout is a business professor at Washington College.

The Malcolm Baldrige Criteria were developed to help increase the effectiveness and productivity of businesses. Using the criteria, Kent County Public Schools is building an aligned, systematic approach to management that emphasizes the importance of using data, including stakeholder (anyone with a stake in the school system) feedback, to make decisions. Because the Baldrige Criteria is rooted in total quality management, there is also an emphasis on creating

systems that can be clearly defined and repeated and that have a built in feedback component. Feedback data is reviewed often to help improve and refine each process in the school system, both at the administrative level and in the classroom.

In 1999, Maryland was selected as a pilot state for Baldrige in Education. Seven counties, including Kent, agreed to adopt the Baldrige Criteria for Excellence in Education. Some counties chose to pilot the program at the school level. Kent County initiated the program system-wide.

"It took a year to lay the foundation of the program and do an initial self-assessment," said Dr. Costella. "With the help of staff from the University of Maryland Center for Quality and Productivity (UMCQP) we interviewed administrators, teachers, parents and business people to assess our existing management system."

"Last year, the Baldrige Leadership team created action plans to address the 'opportunities for improvement' identified in the assessment," said Costella. "The largest single project was our community satisfaction survey. We also placed an emphasis on staff development. This summer we trained teachers and administrators in the Classroom Learning System developed by the Pinellas Quality Academy. The learning system is a process for using quality tools in the classroom. Cadres of four to eight teachers at each school have been trained in the system which is now being used in many classrooms across the county.

"I felt our effort to refine our management system using the Baldrige Criteria took a giant step forward this summer at the cadre training," said Costella. "The teachers really enjoyed the training and I have seen them using the tools in classrooms."

"This award represents an amazing effort on the part of our teachers and staff. It is nice to have the work recognized; however, our goal in adopting the Baldrige Criteria was to become a better school system. That's the real reward and that process is ongoing."

The Maryland Quality Awards were launched by UMCQP in 1997. The awards use the same criteria and application process as the Senate Productivity Awards. The awards honor Maryland organizations that have made significant progress in quality and productivity improvement within the categories of manufacturing, service, public sector/non-profit sector, small business, health care and education.



Kent County Public Schools Superintendent of Schools Dr. Lorraine Costella receives the award from Senators Sarbanes and Mikulski.

Program, January - May 2002

The balance of the 2001-2002 Baltimore Section program has been announced. Speakers and dates have been set. In some instances, specific paper topics and tutorials are still to be determined. Meeting notices, in advance of the scheduled meeting, will identify topic, tutorial and location.

January 15, 2002 - Statistics Night - **Jim Garrett** will present "*Permutation Testing in a Quality Setting: Introduction and an Example.*"

February 12, 2002 will be the rescheduled tutorial and program on ISO 9001:2000 from September. **Don Jacoby** will present the tutorial on "*ISO 9001:2000 Audit Results ... A Transition*" Don will also present the program "*User Friendly ISO 9001:2000 Quality Management Systems – Requirements.*"

March 19, 2002 will be a joint meeting with the Chesapeake Chapter of the Association for Quality and Participation. **Dr. Jo McLaughlin** will present the tutorial on "*Using the Internet for Research.*" The program topic will be announced later.

April 9, 2002 - Software Night - J. Callahan will discuss Software Security. The tutorial, "*Process Discipline in the Information Age: Rethink the Quality Abstraction*" will be given by **Hillel Glazer**.

May 15, 2002 will address the Maryland Quality Awards. The tutorial will be "*Preparing for the Maryland Quality Award.*" The program will feature one of the recent winners of the Maryland Quality Awards.

Garrett Container Systems Wins Silver Maryland Quality Award

Garrett Container Systems, Inc. (GCS) received the Silver Maryland Quality Award for the year 2001 at an awards ceremony held at the Johns Hopkins University Applied Physics Laboratory on October 29, 2001.

"The Silver Maryland Quality Award recognizes GCS's commitment to their employees, quality performance and efficiency"; said **Don Morin**, President/Owner. "The award recognizes the effective, systematic approach and responsiveness to all GCS's key processes."

Jim Kesselring, Quality Support Manager and **Mark Tonkovich**, Operations Manager were in attendance to receive the award. Mark Tonkovich said, "The employees are directly responsible for our continuous growth by their personal commitment to quality, performance and safety. We have been recognized in the marketplace as a high quality manufacturer of aluminum shipping and storage containers."

Jim Kesselring presented the Silver Quality Award to Don Morin at a team meeting after the event again recognizing GCS's employees as the resource, tools and determination behind the growth and continuous improvement of the company. Kesselring said, "I challenge each employee to meet the future with a positive motivated attitude and we will continue to be successful during these trying times."

Garrett Container Systems, Inc. is located in the Central Industrial Park, Accident, MD

JobSeekers Jobs Wanted

The JobSeekers program is already a proven way to connect our members with potential employers. We've created quite a network of members that are sharing:

- notices of job fairs,
- employment opportunities and
- headhunter and & hiring contacts

We focus primarily on positions in the Quality field, but we all know how diverse our collective experience can be--otherwise we'd use nothing but statistics all week long (ahhh, those were the days...).

So, if you or your employer are looking for qualified & motivated professionals--send us a brief description. I'll send it out to those who have already demonstrated interest in getting more out of their high quality careers. It's **FAST**. It's **FREE**. And all you

have to do is to email me a position description to Rothmeier@CompuServe.com and I'll get it to our membership.

Thanks very much for your attention,

Mike Rothmeier
Employment Chair
Baltimore ASQ Section 502

Boeing Recognizes CSQE

Boeing has completed the second round of classes in a Boeing Software Quality Body of Knowledge very similar to the ASQ CSQE BOK. It is a bit less demanding than the ASQ BOK, but nonetheless quite comprehensive. It is focused on the aerospace industry. The class/exam is intended to ensure that software auditors who represent the Boeing Company in the supplier arena are adequately trained/knowledgeable in software quality engineering technology. Each auditor must possess an ASQ CSQE or be certified internally by Boeing. This new requirement has encouraged a number of Boeing employees and Boeing supplier employees to seek and obtain their ASQ CSQE certificates. The certification will have enterprise-wide recognition obviating the need for duplicate audits of suppliers by various divisions of the Boeing Company. Without this certification program, it would not have been possible to attain this cost savings objective.

Resources Book Available

ASQ Quality Press has just published *Fundamental Concepts for the Software Quality Engineer*, including choice reprints from the *Software Quality Professional* and other sources. Two or three selections are provided for each of the eight BOK content areas established for the ASQ Certified Software Quality Engineer. While not a study guide for direct use in preparing for the certification exam, *Fundamental Concepts of the Software Quality Engineer* will certainly prove helpful to both the novice and experienced practitioner. **Tom Gilb, Watts Humphrey, Mark Fewster, and Dorothy Graham** are some of the recognized experts included, but all 20 articles are technically sound and practical. They have been peer-reviewed, revised, and edited to the standards you have come to expect from SQP. Even if you have saved all three years' worth of SQP back issues you won't have all the contents of this collection, because we have supplemented journal articles with some key presentations at the Ninth (1999) and Tenth (2000) International Conferences on Software Quality. Item: H111 5 Member Price: \$40.00 List Price: \$50.00 To order your copy, call ASQ at 800-248-1946 or visit the online bookstore at <http://qualitypress.asq.org>.

Jim Cooper Elected to ASQ Fellow

The Executive Board of the Baltimore Section, ASQ is extremely proud to announce that **Jim Cooper**, Newsletter Editor for the Baltimore Section, was recently elected to the membership grade of Fellow in ASQ by a vote of the Society's Board of Directors.

Nominated by the Inspection Division, ASQ, Jim is a Quality Systems Engineer with the Northrop Grumman Corp. He has over 34 years experience with the combined Westinghouse / Northrop Grumman organization.

Jim earned his Bachelor of Science in Electrical Engineering from the University of Maryland, College Park and a Master's degree in Business Administration from Loyola College of Maryland.

In addition to his current position with the Section, he is the Newsletter Editor for the Inspection Division. He has served as Chair for both the Baltimore Section and the Inspection Division. He has also served as a national ASQ Director-At-Large. A Certified Quality Engineer and a Certified Quality Auditor, Jim has participated in the review process for both the Certified Mechanical Inspector and the Certified Quality Technician examination. He is also the recipient of the Harry Lessig God medal for outstanding service on behalf of the Inspection Division.

Jim will be recognized at the Awards Luncheon at the 56th AQC in Denver, CO in May 2002. His Fellow citation will read, "*For outstanding accomplishments in establishing, maintaining, operating, and promoting quality programs and standards to enhance service for the fitness of complex equipment in avionics; strengthening and enriching the realm of inspection; and for superior service to the worldwide quality profession, the community, and to the American Society for Quality.*"

Please join us in offering congratulations to Jim for an honor well-deserved and one long overdue.

Recertification

The deadline for submitting your re-certification for certifications expiring 6/30/01 is fast approaching.

You have six months to re-certify after your certification expires and it behooves you to sit down and get your points together.

There are some people who have multiple certifications which expired 6/30/01. Do you really want to sit for two or three exams to re-certify? I don't think so.

Please, you 6/30/01'ers, get your packages to me as soon as possible. Remember, the certification you save may save you, someday.

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 at 410-628-3278 or at swartzhc@aaicorp.com

Submit your certifications to:

Howard Swartz
8 Timber Way Court
Reisterstown, MD 21136

Divisions Corner

The **Software Division** is a team of professionals committed to advancing software quality. Being a member connects you with a peer network of more than 6,000 ASQ members from around the world. It provides a venue where you can network with people who do similar work and have a common interest in performance excellence. The information shared is practical and easily transferable to your workplace.

Mission: To improve the ability of individuals and organizations to satisfy their customers with quality software products and services through education, communication, research outreach and professional development. **Vision:** To be the leading authority and recognized champion on issues related to software quality.

Through the Software Division, you will have the opportunity to share expertise and learn from individuals at leading organizations that are improving software quality.

The Software Division's newsletter, *Software Quality*, is the primary link between the Division and its members. In each issue, you will find a variety of useful articles like "**Formal Inspection Best-In-Class Model**," "**Legal Issues Related to Software Quality**" and "**A Model for Implementing Quantitative Process Management**." Distributed quarterly, *Software Quality*, is a great place to find activities, events and volunteer opportunities that interest you.

The network of people you become affiliated with when you join the Software Division is another important benefit. The talents and expertise of many individuals are united to face challenges, exchange insights, and share successes. This camaraderie creates

new knowledge and solutions and is what makes Software Division membership a positive experience.

Get involved. There are many opportunities available if you are looking to take a more active role in the Division. You can:

- Write contents for newsletters and publications.
- Attend courses, conferences and workshops.
- Facilitate learning at Division functions.
- Hold volunteer leadership positions.

Involvement with the Division can also lead to professional advancement. When you join a Division, your interest and involvement determine how far you can go. The Software Division encourages its members to advance their leadership skills and expand their base of knowledge.

Membership in the Software Division provides value through an informative newsletter and access to a diverse community of like-minded professionals. Through volunteer opportunities the Software Division can help you achieve your goals related to software quality.

To become a member, call ASQ at 800-246-1948 and add the Software Division to your membership.

The **Automotive Division** of ASQ was established to continually promote the body of knowledge of ASQ and provide a forum for members to exchange and share information on the state of the automotive industry. Members of the Automotive Division include professionals from almost every discipline represented in the vehicle manufacturing and supplier business of the North American automotive industry; heavy truck; off-highway; and agricultural, industrial, and construction equipment industries.

Mission:

To facilitate continuous improvement and customer satisfaction by identifying, communicating, and promoting:

- Quality Knowledge
- Leadership Role
- Industry Cooperation
- Professional Development
- Recognition
- Networking Opportunities

Division Benefits and Activities

Automotive Excellence magazine - This quarterly magazine provides members with articles from industry leaders and quality gurus.

Quality Conferences - A variety of conferences are scheduled throughout the year, providing members with the opportunities to obtain information on the latest quality trends, techniques and success stories.

Networking - The opportunity to network with our quality professionals is one of the most valuable benefits of membership with the Automotive Division. Our division of professionals from a broad base of industries provides members with the opportunity to learn new concepts and practices from individuals just like you.

Getting Involved

- Submit and present technical papers for our conferences. This provides you with the opportunity to share your ideas and solutions and broaden your exposure as a quality professional.
- Submit articles for publication on current quality topics to *Automotive Excellence* magazine.
- Assist the Division with activities development and Division operations by contacting the Division chair about opportunities to get involved.

Upcoming ASQ Seminars & Conferences

Conference: 2002 Six Sigma Conference
Sponsored by: **ASQ**
Date: January 28-29, 2002
Location: Tampa, FL

Conference: 11th Quality Audit Conference
Sponsored by: **Quality Audit Division, ASQ**
Date: February 14-15, 2001
Location: St. Louis, MO

Conference: 14th Quality Management Conference
Sponsored by: **Quality Management Division, ASQ**
Date: February 27-March 1, 2002
Location: New Orleans, LA

Conference: AQP's 24th Spring Conference on Teams in the Workplace
Sponsored by: **Association for Quality & Participation**
Date: March 11-13, 2002
Location: Las Vegas, NV

Conference: Annual Quality Conference
Sponsored by: **ASQ**
Date: May 20-22, 2002
Location: Denver, CO

For further details and information, please call the ASQ toll free number 1-800-248-1946 or check the ASQ website - www.asq.org and check the Education section.

Raytheon ITSS Wins Silver Maryland Quality Award

Raytheon Information Technology and Scientific Services can put another “feather in its cap” as a recipient of a Silver Medal at the 2001 Maryland Quality Awards. This is the second consecutive year in which Raytheon ITSS has been honored with an award, taking a Bronze Medal in 2000.

During the UMCQP ceremony, **Gordon Ward**, Director of Quality and Communications for Raytheon ITSS, accepted the Silver Medal on behalf of Raytheon ITSS, a business unit of the Raytheon Company and a provider of scientific, engineering, and information technology services to customers in the public and private sectors. In the spring, the National Aeronautics and Space Administration, a customer for nearly 30 years, honored ITSS with the 2001 George M. Low Award, NASA’s highest award for contractor quality and excellence. ITSS earned the award in the Large Business, Service category after being nomination by an unprecedented three NASA centers—Goddard Space Flight Center in Greenbelt, MD, as well as the Jet Propulsion Laboratory and the Ames Research Center, both in California. ITSS was also honored this year with a Chairman’s Award bestowed by Raytheon for achieving outstanding process improvement results from a Raytheon Six Sigma project and a 2001 Quality Excellence Award from the Raytheon Quality Council.

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.*

Next Newsletter Due Date January 15, 2002

Special Thank You

With the continuing increase in the number of those sitting to take the various ASQ certification examinations, it is an impossible job for one person to proctor the exam site. For the October 2001 set of CRE, CQT, CMI and Quality Manager examinations, the Section was fortunate to have **Glenn Hollenbeck** assist Section Chief Proctor **Maria Burness**.

During the June set of CQA, CQE and CSQE, **Ron Angle, Gil Cuffari, Jim Elliott, Bill Pfaff, and Jina Robbins** served as assistant proctors. The Section extends its heartfelt thanks to those that have assisted Maria in proctoring the exams.

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

Duties include signing people in, handing out exams, monitoring the examinees during the test, and collecting exams. Approximately four hours of your time earns 0.5 RU. At least two assistant proctors are needed to support the number of examinees.

Certification Exam Schedule

Examination	Application Date	Exam Date
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	January 11, 2002	March 2, 2002
CQE/CQA/ CSQE/CQIA	April 5, 2002	June 1, 2002
CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr.	August 23, 2002	October 19, 2002
CQE/CQA/ CSQE/CQIA	October 4, 2002	December 7, 2002



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