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

Chairman's Corner

Frank Vojik

Why Quality is Important

As quality professionals, it's not hard for us to understand why quality is important. For most of us, the jobs we do revolve, in some way or fashion, around the maintenance, control and improvement of product and service quality. But how many of our coworkers understand the importance of quality in their daily jobs?

I can't tell you how many times in my career I've heard phrases like, "Quality isn't my job," or "That's QA, not my department," or the time-honored "It's my job to make it, not inspect it." As an ISO auditor and quality manager, I would shudder every time I heard phrases like that. I learned quickly that trying to correct an employee's attitude by telling them that quality is part of everyone's job didn't work. I had to find another way to get employees to see why quality is part of their job.

No matter what product our organizations make or what part our employees play in the company, there is one common element we have to deal with – the customer. The customer may be internal (departments downstream) or external (companies that buy our products and/or services). Customer focus should be the primary purpose of the organization. Sure, it's important to make a profit and satisfy the

stockholders. But many companies pay far too much attention to the bottom line in the quest for short-term profits and elevated stock prices when it's clear that if we consistently satisfy the customer the bottom line will take care of itself.

The role of customer focus and customer satisfaction is so important that the authors of the new ISO 9001 standard have made the identification and management of these important factors not just a goal or objective, but a requirement. Companies registered to the new ISO standard now must identify those things that satisfy the customer and set objectives to meet them. The tutorial part of our February section meeting focused on the customer satisfaction requirements of the new standard.

The first task in satisfying the customer is to determine just who the customer is. You would be surprised how many people on the assembly line or plant floor have no idea who their customer is or how the products they manufacture are used. Senior executives can usually answer this question, but to really drive product quality and continuous improvement, every employee, from senior managers to front-line employees should know who the customer is and what the customer considers to be important. If they don't, then it's management's job to educate them.

The second step is to get employees to see things from the
(Continued on Page 2)

Chairman's Corner (continued)

customer's perspective. This isn't as hard as it might seem. Ask what quality means to them. Why do they shop at the same food store, purchase the same type of mayonnaise or mustard or buy the same type of car every time. It's because those products consistently satisfy us and meet our expectations, time after time. Put them in the job downstream to see what's important to an internal customer. Passing on shoddy workmanship takes on a different perspective when you're on the receiving end.

Finally, employees must be taught that product quality and craftsmanship affects the bottom line. This is obvious to quality professionals and accountants, but how many employees know that? How many know that every defect passed onto the customer costs companies in some way, shape, or form? Customer complaints, returns, and warranty claims are obvious results, but how about lost business? How many customers walk away from us and never let us know that we failed to satisfy them?

This is why quality, customer focus, and customer satisfaction are so important in today's economy. This is why these factors are a critical part of the new ISO Standard. The expectations and needs of our customers are consistently rising and we must work harder to understand them, communicate them to the work force, and meet them.

The Team Leader's Guide To Project Planning

By Harrison Snow

Here is a sequence of steps to take in when starting a new project. Successful projects are not always just the happy accident of good people with adequate resources. They are based on specific actions that produce positive results.

Not every team will need to do every step. But most teams will need to do some, if not most, of the steps.

Define The Project:

- ***Gather and Disseminate Information:*** Do your homework. What have others done on similar projects? What do we know and what do we not know?
- ***Define the Project or Task:*** Start by asking questions. What is the core problem? What are the constraints? What are the contributing factors? What assumptions are we making?
- ***Define the Goal or Desired Outcome:*** What are we really trying to do here? What does success really look like?

- ***Inventory Resources and Skills:*** What have we got to work with? How much time and money do we have?

What additional skills do we need? What tradeoffs will we need to make?

- ***Agree on the Approach or Process:*** Define the ground rules for how the team members will work together. What values should be shared? What leadership style will be most effective given the ability and experience level of the group?
- ***Check for understanding:*** Do we all share the same understanding of what we are trying to do here? Are we in agreement about the overall approach we will use to do the work?

Define Solutions:

- ***Define the Project First:*** Many teams jump to the solution phase before they have done their homework in defining the project or the problem. In the rush to get going it is easy to forget that the best place to start is at the beginning.
- ***Brainstorm Solutions:*** Most people know how to run a good brainstorming session. The team leader should ask one of the team members to do it so as not to overly influence the group.
- ***Get Input from Everyone:*** The introverts in the group have some great ideas. But you may need to ask for them directly because they are often reluctant to interrupt the extroverts in the group.
- ***Select the Best Option:*** The best idea should win not the most outspoken advocate. Make sure everyone can live with the decision even if it is not his or her first choice.
- ***Check for Understanding and Agreement:*** Make sure everyone is fully onboard with the decision. Silence does not mean the person agrees or understands what has been proposed. Avoid "groupthink" by asking a probing question and waiting for a response.

Develop A Plan

- ***Without a Plan You Could Be Planning to Fail:*** However you do not have to get bogged down in excessive detail. A good plan helps you get organized.
- ***Get Organized:*** Assign Responsibilities. Clarify roles by defining what needs to be done and who is doing it.

- **Define Expectations:** What do we need and expect from each other that will help us succeed?
- **Define Procedures:** How do things get done? What are the administrative and logistical procedures? What decisions need approval? What can we decide on our own?
- **Define the Time Line:** Time is your most important resource. No project should take forever (even if it feels that way). What are the key dates or milestones?

How much flexibility do we have?

- **Define the Rocks in the Road:** What are the potential problem areas? Where are the crunch points in our schedule? What can be done to keep small problems from becoming big ones?
- **Check for Understanding and Agreement:** You will save yourself a lot of rework if you take steps to minimize confusion and miscommunication.
- **If Possible, Test and Adjust the Plan:** There is a trade off at some point in the investment that testing requires. However the more complex the plan the more time and money you are likely to save by testing and making adjustments.

Implement

- **Do It....!** The job was getting done all along but now you are starting to see results.
- **Evaluate:** Ask your team how things are going even if you think everything is going great. Assess quality, time, morale, productivity and other success factors that apply to your project.
- **Make Adjustments:** Do something differently and you will get different results. The adjustments are based on what the project members have learned both individually and collectively. Sharing what you have learned with each other will increase the level of success.
- **Acknowledge and Recognize Team Members:** Celebrate the good work people have done. It does make a difference. Whenever a milestone is reached let people know their efforts are appreciated.
- **Reflect on the Experience:** Take time at the end of the project to discuss as a group what you learned. Capture those insights on paper. Look for any application to other situations in the workplace. Transfer the lessons learned to the next project.

HARRISON D. SNOW - 703-241-2421 - helps organizations become more cohesive and productive. He designs and facilitates programs in team building, strategic planning and

leadership development. He uses a variety of approaches to build strong, mutually supportive teams including: management training, outdoor team building activities, conflict mediation, business planning and process improvement.

*Mr. Snow's award winning book about team building, published by Jossey-Bass, is titled, **The Power of Team Building Using Ropes Techniques**. McGraw-Hill publishes his book on high-involvement team building, *Indoor and Outdoor Games for Trainers*. His newest book, **Tools for Teams**, was published last year and is available through Amazon.com.*

Mr. Snow has a Masters Degree in International Management from the American Graduate School of International Management. He is a certified trainer in the Ropes Course, the Myers-Briggs Type Indicator (MBTI) and the Fundamental Interpersonal Relations Orientation (FIRO-B). He belongs to the local chapters of the Organizational Development Network (ODN) and the American Society for Training and Development (ASTD). His peers recognize Mr. Snow as a masterful facilitator. Because of his team building skills he is frequently asked to work with groups that are dealing with challenging issues.

ASQ Quality Press Offerings

Quality Press is offering two new books that address various topics related to ISO 9000:2000. One is the *ASQ ISO 9000:2000 Handbook* and the other is *Quality Audits for ISO 9001:2000: Making Compliance Value-Added*.

The ASQ ISO 9000:2000 Handbook is one of the most comprehensive books on the subject, and is a collaborative effort written by more than 30 experts in the field. Featuring more than 60 chapters, all written to conform to the year 2000 revisions, this handbook provides valuable information to those seeking ISO 9000 compliance and those who are already registered. To help you achieve in-depth comprehension of the standards, all of the ANSI/ISO/ASQ Q9000-2000 Standards are included in the text. This book also includes the TC176-authored introduction and support package and the 11462-1 standard, guidelines for implementation of statistical process control. In addition an in-depth glossary provides thorough explanations of the terms, concepts, and management principals that are crucial to a complete understanding of an ISO 9000 quality management system are built right into this comprehensive guide.

The ASQ ISO 9000:2000 Handbook does more than provide information for those seeking registration; it is also an excellent desk reference for those who want to expand their expertise on ISO 9000. In its 1,000 pages of information you will find chapters like:

Measurement of Customer Satisfaction: Many are concerned about how to handle Clause 8.2.1 on Customer Satisfaction. The ISO Handbook explains the purpose of this requirement, how to comply, and how to get real benefit from deploying the voice of your customer throughout your organization. **David M. Saunders** provides real-life applications to guide you through this clause.

Les Schnoll also discusses customers in his chapter: **Using ISO 9000 to achieve customer requirements.** Schnoll addresses the evolution of quality, including customer requirements and expectations. Various techniques are described for both the novice (i.e., organizations that have little or no experience with the ISO 9000 series standards) and for those companies that are experienced. Planning tables are also included to help the organization prepare its activities.

Service Industries Addressed! For compliance with ISO 9001, all service provision processes that impinge on the ability to meet specified requirements need to be planned and controlled. The processes must meet the quality objectives and requirements of the service. Author **Diane Baguley's** chapters will explain how service quality begins and ends with people.

Jim Highlands' chapter will give you insight into **using ISO 9000 and ISO 14000 together.** The numbering of this standard and its similarity to the more familiar ISO 9000 series is no accident. ISO 9001 was one of the primary source documents used during the drafting of ISO 14001. This was to provide greater ease of use for the thousands of companies that already conform to the quality requirements as well as to gain economic efficiency by integrating environmental management system (EMS) and quality management system (QMS) programs.

Other Contents include:

- Summary of major changes from ISO 9001: 1994 to ISO 9001:2000
- The Eight Quality Management Principles – what they are and mean for ISO 9000
- Why use the ISO 9000 family of standards?
- Documenting a quality management system
- Management's responsibility in a ISO 9000 QMS
- Human Resources and their role in your organization's QMS

- Management of Infrastructure and work environment
- Product development to realization – in all industries
- Control of nonconforming product
- Measurement analysis and customer satisfaction
- How to apply statistics in ISO 9000
- Using ISO 9000 to achieve customer requirements and much more!

Written by a team of experts with years of experience in writing the standard, this book will be a great source of information for quality professionals, interested in this smart way of doing business.

The ASQ ISO 9000:2000 Handbook
Item: H1029 Member Price: \$ 96.00 List: \$120.00

Quality Audits for ISO 9001:2000: Making Compliance Value-Added, takes a brand new look at the entire audit process for both auditors and auditees.

No longer will auditees need to feel like they must comply with an auditor's checklist without understanding why compliance is helpful to, or necessary for, the organization. Likewise, auditors will learn a fresh approach for developing feedback and reports that are more than lists of failings, but are value-added assessments of an organization's strengths and areas for improvement. By educating them as customers of the audit, author **Tim O'Hanlon's** guide teaches auditees how to get the most value from their audit. Auditors will receive guidance about how to make their job something organizations will appreciate as a tool they can use to improve their company.

This complete how-to guide will help auditors and organizations plan for their internal or external audit. O'Hanlon himself is a registered IRCA Lead Auditor and Lead Auditor trainer who teaches you the previously undiscussed areas of the audit process. Additionally, this book will show both auditors and auditees how to make your audit a process that creates value for the organization, not just a tool to ensure compliance. Internal, second- and third-party auditors and auditees can use the numerous frequently asked questions to prepare for the situations they will encounter during an actual audit.

Service and manufacturing companies alike can benefit from this book as its focus is on the audit process and not the type of business being audited.

This book takes a practical as opposed to an idealistic approach to improving your audits. To that end, two case studies are included from both service and manufacturing organizations. The service industry case study is on a past winner of the European Supply Chain Award who used the ISO 9000 series of standards as their tool to improve internal and supplier operations. Use this book to learn a process based approach to ISO 9001:2000 with an emphasis on the “value adding” contribution of the audit process.

Quality Audits for ISO 9001:2000: Making Compliance Value-Added

Item: H1139 Member Price: \$36.00 List: \$45.00

Section Members Earn MSQA

Three Section members recently received their Masters of Science in Quality Assurance degree. **Craig Carpenter, Bev Earman, and Frank Vojik** are newly minted graduates of California State University - Dominguez Hills and their graduate program in Quality Assurance. Congratulation to Craig, Bev and Frank for this outstanding educational achievement. Here are their experiences after 4 years of Internet education.

A Funny Thing Happened on Our Way to a Master's Degree

Bev:

Several years ago, I was told that if I wanted to get promoted at my company, I would have to get a Master's Degree. I was working in the Quality Assurance laboratory of a chemical company at the time. It appeared to me that my options were to get a Master's degree in Chemistry or an MBA, neither of which I was interested in. At an AQC in May of 1996, I found some literature about California State University at Dominguez Hills offering on-line classes. I did a little research and learned it was an accredited institution offering a Master of Science in Quality Assurance. The instruction was completely on-line over the Internet and did not require campus visits.

Craig:

The convenience of completing classes on the Internet without traveling or having to attend a class on a specific night offered the flexibility I needed to juggle work and family responsibilities. We were able to take 3 classes, or 9 credits, before we had to apply and actually be accepted into the program. The main requirements for this graduate school are a BS degree in a technical background and being able to pass the Graduate Writing Exam.

Frank:

The program called for a total of 33 credits of work in various courses that paralleled the ASQ CQE Body of Knowledge, but in much greater depth. Each 3 credit course cost was approximately \$435, not counting books and materials, which typically cost about \$100. The total cost of the MSQA program including fees and the 11 courses was approximately \$5800 for an accredited masters degree. I know some people who are paying close to that for just 2 graduate school courses at other institutions!

The course work included studies in Cost of Quality and Supplier Quality Assurance, Total Quality Management, Reliability Statistics, Human Factors in QA, Statistical Quality Control, Advanced Design of Experiments, Advanced Probability and Statistics, Project Management, and Measurement and Testing. Many of the textbooks were good quality books we were already familiar with such as *The Management and Control of Quality* by Lindsey and Evans, *Quality Costs* by Campanella, and *Supplier Management Handbook* by Bossert. A sound background in college math and basic statistics is really helpful for the quantitative courses. A statistical graphing calculator is also strongly recommended.

A GPA of 3.0 or better in the 10 classes and the successful completion of a thesis, which counted as a separate course, are the graduation requirements.

The classes are set up on a trimester basis, beginning in January and running through December with the month of August off. Not all classes are offered every time, so it was necessary to look ahead to determine when to schedule the classes. The course work over 4 years was entirely virtual. A website was set up for each class that was accessible only by registered students. A typical class would begin with students posting a personal profile to the website during the first class so other students could see the diverse industries and experiences of their classmates. Students from all over the world took the classes. The instructor usually posted weekly assignments to the web on Tuesdays. Students would have to post their homework back to the web by the following Monday. Homework assignments were typically graded for participation only. Since any other student could view homework postings, often those having problems would post questions and either the instructor or other students could respond. Midterm exams were sometimes posted to the website but the completed midterms had to be e-mailed back to the instructor's personal e-mail address. Several classes had on-line tests so the student immediately knew their grade.

Final exams were always mailed to a proctor, usually the local ASQ Education chair, who had to be present during the exam time to uphold the integrity of the test taking process.

Although these classes are taught through the Internet, there is a great deal of interaction between classmates and instructors through e-mail. In order for this type of teaching method to be a successful and meaningful learning experience, communication with classmates is critical.

It took self-discipline to read the text and do assignments on your own. On the other hand, you didn't have to go to class. Some classes required more time than others. In most of our classes, we had weekly chapters to read, homework questions to answer and papers to write. In the classes that were math based, the reading was minimal and the longest time requirement was typing up math formulas.

If we had problems, we found that most of the instructors were accessible by phone and/or e-mail. It really helped that the 3 of us were able to work together in our own study group.

We all agree that writing the thesis was the hardest part. However, after almost 4 years, we have achieved our goal of getting a Master's Degree.

Bev:

It has already paid off for me. I got the promotion at my company.

Frank:

Time to hang out the consultant's shingle!

Craig Carpenter is the Assistant Director of QA for Polk Audio, a loudspeaker manufacturer in Baltimore. He earned his undergraduate degree from the University of Maryland/University College in Business Management and Computer Info. Systems, along with a certificate degree in Quality Management and Technology. As a senior member of ASQ, a CQE and CQMgr., Craig has been active on the Section's Executive Board for about 9 years and assisted ASQ with CQE exam question writing and session management at several Annual Quality Congresses.

Bev Earman is the Quality Manager for Erachem Comilog, Inc., a chemical company in Baltimore specializing in manganese products. She earned her BS degree in Medical Technology from Madison College. As a senior member of ASQ, a CQE and CQA, Bev has been active in the Section serving on the Board as SMP Chair and Membership Chair. She has been involved in the CQE examination process.

Frank Vojik is the Quality Assurance and Safety Director for FSY Microwave, a manufacturer of radio frequency microwave filters located in Columbia. He earned his BS degree from the University of Maryland University College in Management Science and Chemistry along with a certificate in Quality Management and Technology from Catonsville Community College. Frank is a senior member of ASQ, and holds 3 ASQ certifications: CQA, CQE, and CQMgr. He has been active on the Executive Board for 7 years, and has served the Section as Chair since 2000. Frank has given presentations at section tutorials and at the Quality Audit Conference, and has acted as a technical session manager at AQC since 1996.

If you would like more information about this Masters of Science in Quality Assurance degree, go to the website at www.csudh.edu/msqa/msqahome.htm or contact Frank Vojik, Bev Earman or Craig Carpenter from the Executive Board of the Section.

Wanted: Judges for Baltimore Science Fair

As in past years, the Baltimore Section is again supporting the Baltimore Science Fair. The Fair, sponsored by the Kiwanis and Towson University, attracts winners of school and county-based science fairs from the Baltimore Region. Students represent public and private, middle (Division 1) and high (Division 2) schools. The Science Fair also chooses two overall winners to the international competition.

The Baltimore Section awards first and second place in each Division for the use of statistical methods in a science fair project. We also recognize teams of students for effectively working together to solve their chosen problem. To provide these awards and recognition we need **YOU** to volunteer as Science Fair Judges. The time commitment is for Saturday, March 23rd from 9 AM to 1:30 PM at Towson University's Student Union. Your experience in the Quality profession and desire to help and encourage students is required. In depth knowledge of statistics, while desired, is not required. If you are interested, please contact **Kevin Gilson** at 410-864-2428 or kgilson@sierramilitary.com as soon as possible.

The time to repair the roof is when the sun is shining.
John Kennedy

The only sin is mediocrity. - **Martha Graham**

Many of life's failures are people who did not realize how close they were to success when they gave up. -
Thomas Alva Edison

Newly Certified Quality Personnel

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

Certified Quality Manager

Christopher Hott

Certified Mechanical Inspector

Jeffrey Stromer Ward Machinery

Six Sigma Black Belt

Richard Sullivan Carpenter Technology

Certified Reliability Engineer

Joseph Jungbluth

Certified Quality Improvement Associate

Megan Wheeler Wartsila O & M

Dawn Kavanaugh Ward Machinery

Certified Quality Auditor

Ashvin Desai

Jerry Sinden Lockheed Martin Air Traffic Mgmt.

Monika Jain Biocore Medical Technologies

Carl Gurbelski Ward Machinery

Lester Deemer Honeywell

Thomas Montague Becton Dickinson

Anthony DiVenti, Jr. Honeywell

Ken Vorndran Honeywell

Frank Taylor

Geri Mayo AAI Corporation

Certified Quality Engineer

Donald Cain W. R. Grace

Eric Greisinger W. R. Grace

Douglas Ilioff W. R. Grace

Laura Seidel General Motors

Eric Whichard W. R. Grace

Brian Martin W. R. Grace

Wayne Carouge W. R. Grace

Certified Software Quality Engineer

Evelyn Richardson

Margaret Weinmiller

Dilip Banerjee GE Global Exchange Services

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.

Comments on the Certification Process

Laura Seidel, CQE - I was a bit nervous taking the exam because I felt I wasn't prepared as well as I could have been for it. I was lucky enough to consult with a few engineers at work who have already taken it and acquired their recommended reference books. The

exam was difficult and long, both of which I expected. Upon completion I really didn't know whether I'd pass or not. So, when I received notification in the mail after Christmas, I was elated. It was great news to bring in the New Year.

Geri Mayo, CQA - Since I passed the Quality Manager exam at the Annual Quality Conference, I was already familiar with part of the CQA body of knowledge, especially the statistics. I used the ASQ's Self-Directed (CD) Learning Series to accomplish the Manager certification. Additionally, I used the Indiana CQA primer and CD test questions to prepare for the CQA Exam. I was thrilled to hear I passed the exam especially since I had a baby in October and it was difficult to find time to adequately prepare.

Margaret Weinmiller, CSQE - I started doing some research on the ASQ and the CSQE exam in the summer of 2001, and thought that pursuing certification would be a great learning experience as well as a means to strengthen and focus my career goals. In September, I joined the ASQ and ordered the CSQE Primer and Solution Text. Going through the Primer Contents in depth, I realized that the Body of Knowledge was fairly broad and since I did not have experience in all of the areas, it was going to be a very challenging process. I decided just to dive in and do my best to prepare for the December exam.

Reflecting back on my preparation for the exam, I hope the following observations may prove helpful to others taking the CSQE exam in the future:

- The CSQE Primer and Primer Solution Text were invaluable in guiding me through the process of studying. I went through the entire book twice in chapter order. The first time through each set of practice questions, I would make notes in the solution text as to page numbers in the Primer and other sources that referred to the same material in the question. I would also circle those questions that were particularly difficult or tricky to me, so when I went back the second time around, I could quickly look up the references for those items.
- When I hit a topic that was unfamiliar to me, I would stop and search for some additional information in other reference books or on the Internet. Although this was somewhat time-consuming, it did force me to make sure I didn't speed through the preparation. I tended to find university websites that had software engineering coursework online, some of which explained concepts better than the books I had on hand.

- I found that I accomplished more by trying not to absorb too much material in one sitting. For example, I'd do three 1-hour sessions of studying instead of one 3-hour session.
- I tried to avoid going over the sample questions so much that I memorized the question instead of trying to gain a deeper understanding the theory behind the question.
- I tried to avoid the tendency to believe that since reference materials were allowed, that I could rely on references during the exam instead of preparation. The four hours of the test went by very fast. I limited the number of books I brought into the exam room with me and I book marked pages (using yellow post-it notes) with topics I thought I needed most. I realized that too much flipping around in reference books during the exam could waste valuable test time.

It was exactly four weeks to the day of the exam that I received my results. Needless to say, I felt a great sense of accomplishment by being able to achieve this goal and to be professionally recognized by the ASQ. *I would encourage anyone who is considering obtaining certification to make the commitment to succeed in this endeavor to enhance his or her personal and professional growth.*

Tom Montague, CQA - Taking the CQA exam review this fall provided me with increased auditing skills that will allow me to perform better supplier quality audits in the future. Both Elsie and Lloyd provided real life examples that supported the CQA primer. As a certified Six Sigma Black Belt, I wasn't as concerned about questions referencing statistical audit tools as I was about questions concerning the Audit Preparation and Audit Performance. Completing the mock exam allowed me to study areas where I needed additional study. Upon receiving my certification package, I immediately began considering taking a future CQE exam review.

Carl Gurbelski CQA (CMI, CQT also) - As a Quality professional with a full time job plus a full time family, ASQ provides education without intruding into my busy life. The bodies of knowledge in the different areas of Quality provide a custom tailored approach to higher learning. This is my third certification in the last three years; my first two were the CMI and the CQT. I have successfully passed all exams on the first attempt. My technique is to purchase the required "primer" for the body of knowledge. I then read the first section and take the practice exam located at the end of section. I then focus on any questions I had issues with to locate my

weak points. Fixing my weak points may involve anything from note taking to additional research, whatever it takes. I then proceed to retake the practice exams until I successfully pass.

I have persuaded two other employees from Ward Machinery's Quality department into taking ASQ certification exams suited to their job. They also both passed their exams on the first attempt using my method above. Our Quality department only consists of five employees and we secured three new ASQ certifications this fall! **Jeff Stromer:** CMI, **Dawn Kavanaugh:** CQIA and myself, CQA.

Mission Assurance Services Preparation

By Ken Vorndran, CQA

Before I begin describing our team's effort, I feel it is necessary to provide some background on our organization, what we refer to as the Mission Assurance Services Contract (MASC) team. The MASC team is comprised of quality, reliability and systems safety professionals from a multi-contractor team, which includes SRS Information Services, Honeywell Technology Solutions Inc. (HTSI), Muniz Engineering and Tybrin Inc. Collectively, the MASC team provides quality services to our NASA Goddard Space Flight Center (GSFC) customers.

With the above in mind, please consider this write-up a response from all of the recent CQA certified personnel within our organization including:

Luke Deemer/HTSI
Tony Diventi/HTSI
Dave Harmon/Tybrin
Durvis Roberts/Tybrin
Ken Vorndran/HTSI

Our organization's experience with the ASQ certification process began as early as the Y2K timeframe. During the bid and proposal efforts for the Mission Assurance Services Contract (MASC) at NASA Goddard Space Flight Center, our multi-contractor team committed to providing a trained and professionally certified workforce to our NASA GSFC customers. Upon contract award, this commitment rapidly led the organization to a continuous learning strategy and implementation plan of which having ASQ certified professionals was a key component.

As our organization deployed this strategy and implementation plan, various items / components of note were either executed or existed within our organization:

- Stressed the importance of membership in ASQ and achieving certification to the organization as a

- whole at various all-hands meetings.
- Participated at various ASQ local Section meetings (Baltimore 502 and Washington 509).
- Arranged with HTSI personnel and ASQ members, **Dennis Strothers** and **Melba Hayes**, who are ASQ certified (CQA), to conduct a CQA preparation course in conjunction with Prince George's Community College.
- Six (6) MASC team members attended the ASQ CQA examination preparation course on their own time and showed the commitment necessary to gain professional development.
- The ASQ CQA examination preparation course and examination fees were reimbursed to all MASC personnel, indicating the top management commitment to this effort.
- Five (5) MASC team members (83%) successfully passed the ASQ CQA examination on 12/01/01.
- All MASC personnel who successfully passed the ASQ CQA examination, as well as the ASQ CQA examination preparation course instructors, were provided with reward and recognition (R&R) per our contract internal procedures.

Our organization is excited about the results from our first experience with the ASQ certification process and we look forward to continuing our commitment to having a trained and professionally certified workforce. Future activities our organization intends to pursue include:

- Increasing workforce membership in ASQ.
- Encouraging participation in the local ASQ chapters and providing lessons learned information that can be integrated into our ISO9001 processes.
- Continuing to increase our ASQ CQA and CSQE certified workforce through participation in examination preparation courses and taking applicable examinations.
- Continuing to host ASQ CQA preparation courses at nearby facilities.
- Investigating hosting an ASQ CSQE examination preparation course on-site and securing instructors from in-house or local resources.

Section Pass Rates - October and December, 2001

| Exam | Total | Pass | Per Cent |
|---------|-------|------|----------|
| Manager | 3 | 1 | 33.3% |
| CMI | 1 | 1 | 100.0% |
| 6 Sigma | 1 | 1 | 100.0% |
| CRE | 1 | 1 | 100.0% |
| CQIA | 4 | 4 | 100.0 % |
| CQA | 19 | 11 | 57.9 % |
| CQE | 8 | 7 | 87.5 % |
| CSQE | 5 | 3 | 60.0 % |

**Chesapeake Bay Organizational Development
Network Annual Conference 2002**

Mission Possible: Successful Collaboration between Leaders and OD Practitioners for Transformational Change

Chesapeake Bay Organization Development Network Annual Conference 2002 Chosen by the national OD Network as the Outstanding Regional Organization for 2001!

February 23, 2002

National Leadership Institute

University of Maryland University College

8:30 a.m. - 5:00 p.m.

Guest Speakers:

Warner Burke: One of our profession's founders, Dr. Burke leads the Department of Organization and Leadership at Columbia University and serves as a senior consultant to PriceWaterhouseCoopers. He has authored 14 books and over 100 articles and book chapters, uniquely bridging models of leadership and approaches to organizational growth. His latest book is ***Business Climate Shifts: Profiles of Change Makers***. Dr. Burke is the conference keynote speaker.

Lily Kelly-Radford: Senior VP of the Center for Creative Leadership, Dr. Kelly-Radford is recognized for her expertise on global, ethnic, and gender perspectives on leadership and most recently led a development effort for staff of the United Nations, working with Bourtras Bourtras Ghali and Queen Noor Hussein of Jordan. One of her particular interests is in understanding and delineating the external forces on the workplace, including joint ventures, technological advances, and what it means to have a global operation.

Linda Ackerman Anderson and Dean Anderson: She is one of the original creators of the Organization Transformation field and was the 2001 ODN Conference keynote speaker in Vancouver. He is the creator of the Leadership Breakthrough Program, a hallmark process for changing leadership mindset and transforming cultures in corporations. The founders of Being First, Inc., they are the authors of several books including ***The Change Leader's Roadmap: How to Navigate Your Organization's Transformation***.

Mel Silberman: Professor of Adult and Organizational Development at Temple University and president of Active Training, Dr. Silberman is internationally known as a pioneer in the areas of interpersonal intelligence, active learning, and facilitation /

consultation. Among his books are *People Smart: Developing Your Interpersonal Intelligence and Active Training: A Handbook of Techniques, Designs, Case Examples, and Tips*. In addition, he edits *The Training and Performance Sourcebook* and *The Team & Organization Development Sourcebook*.

Other Conference features include:

- Concurrent workshop sessions with CBODN presenters.
- Bookstore featuring presenters' books and other materials.
- Opportunity to network at "designated" university alumni tables during lunch.
- Door prizes including free memberships in CBODN and ODN.

Member Registration Information:

Advance (through February 22, 2002): \$129.00

At-the-Door (February 23, 2002): \$149.00

Non-Member Registration Information*:

Advance (through February 22, 2002): \$169.00

At-the-Door (February 23, 2002): \$189.00

Special Offer for Non-members: Take advantage of member rates and join CBODN for only \$50 when you register for the conference and the \$20 new member processing fee will be waived!!!

To register for the conference, please check out the CBODN website, www.cbodn.org, or contact CBODN administrator **Sheila Summers** at 202-686-1314 or summs@ix.netcom.com.

A Weekend in Milwaukee

Milwaukee, home of the ASQ headquarters is a very nice city. However, mention Milwaukee and January in the same sentence and immediately you conjure up the image of cold and snow. For the warm blooded among us, it is not an image that we truly want to think about. However, when a special opportunity arises to be at ASQ Headquarters in January, all thoughts of the severe winter conditions disappear.

Such was the case this January, when two of our Section members spent a moderately temperate weekend (temperature in the mid 30's, no snow) at ASQ working with other like-minded individuals on two of the Society's certification exams. **Bill Erikson** had volunteered to assist with the Certified Mechanical Inspector examination while **Jim Cooper** volunteered to work on the Certified Quality Technician exam. This session dealt with the review of the exams that would be offered in March and October of this year.

About four weeks prior to their arrival in Milwaukee, Bill received copies of the proposed CMI exams while Jim received the CQT's. Each exam was to be taken as if it were actually being administered. One advantage to this process though is that ASQ provides the answer key so you can check your responses. However, during the exam process, the reviewers were to note any concerns with any question, from spelling errors to a wrong answer to math errors to a technically flawed question. These comments and our answers were forwarded to ASQ and were compiled into one complete set.

After arriving in Milwaukee on Thursday night, we walked to ASQ and began to work first thing on Friday morning to review the questions and resolve any differences. When agreement could not be reached on a question in three minutes, it was set aside to be reviewed by a portion of the team, who would delve more into it. Their recommendations would then be brought back to the entire team for review once again before finally accepting the question or the proposed change needed to correct it.

Both teams completed their exam reviews early. The CMI team finished their review by late Friday afternoon. The CQT team finished their exam reviews Saturday morning. It is felt that both the CQT and the CMI exams to be administered this year are excellent exams that will be a test of the examinee's knowledge.

On Saturday, the CMI team did an item-review on the 71 new and 19 hold items. A few items that had inappropriate references or were outdated were dropped from the item pool. A brain storming session followed item review focusing on the creating case studies for the CMI Exam. Several areas and suggestions for scenarios were identified and captured for the next item writing. The CQT team focused on the pool of math questions to ensure that there were enough appropriate questions to draw from for future exams and that the questions in the pool were truly math questions.

By late Saturday afternoon, both teams left the headquarters building having successfully completed their assigned tasks and more. It is always rewarding, on the trip home on Sunday, to reflect upon what was accomplished during the weekend by a team of twelve volunteers from across the country that are normally engaged in different and diverse industries and aspects of quality.

*Partners In Excellence 2nd Annual
Information Technology Symposium*

March 27, 2002

**Johns Hopkins University Applied Physics Lab
Columbia, MD**

The goal of the IT Symposium is to promote excellence in today's fast pace development environments within the greater Maryland, Virginia, DC area to encompass the following disciplines:

- Quality
- Management
- Software Engineering
- Process Improvement

Sessions will include topics on:

- Inspection
- e-Business
- Project Management
- COTS Implementation

Symposium Partners

Software Division, ASQ

Quality Assurance Association of Maryland (QAAM)

Fraunhofer Center Maryland (FC-MD)

Software Industry Consortium (SwIC)

Software Process Improvement Network (SPIN) - DC and Maryland Sections

Program

7:30-8:30 am - Registration

8:30-9:00 am - Welcome to the 2nd Annual ITES Symposium

Dr. Victor Basili

Fraunhofer Center Maryland

College Park, MD

9:00-10:30 am - Session 1

Developing an Integrated Project Management Approach for COTS-based Implementations

Neil Adams, Joyce Ludwig, Jackie Mathiason

Titan Systems Civil Government Services Group (Titan CGSG)

Using Risk and Quality Assurance Methods to Create (and Keep) Trustworthy e-Business Relationships

Gregory D. Ruck

SWIFT

10:30-10:45 am - Break

10:45-12:15 pm - Session 2

An Approach for Improved Inspections

Forrest Shull

Fraunhofer Center Maryland

Extending UML for Formal Verification

T. Scott Ankrum

MITRE Corporation

12:15-1:15 pm - Lunch

Lunch will be served in the APL Cafeteria at a discounted price but is not included in the Symposium fee of \$30.

1:20-2:50 pm - Session 3

Matching Management Processes and Development Methods: Safe Merging In the Fast Lane

Hillel Glazer

Principal, Entinex, Inc.

Teaching an Old Process Some New Tricks: Practical Experiences in Software Engineering and Process Improvement

Gwennie Furr

JHU/APL

2:50-3:00 pm - Break

3:00-4:00 pm - Wrap-up Session

Registration

Complete and mail the following form by **March 8, 2002** to ensure your spot. Space is limited so do it today!

Name: _____

Address: _____

Phone: _____

Email: _____

Affiliation (Circle One)

ASQ502 ASQ509 ASQ511 QAAM SwIC

DCSPIN MDSPIN Southern MDSPIN

Fraunhofer Other

Registration Fee is \$30 per person. Please make checks payable to the American Society for Quality, Section 509. We CANNOT accept credit cards or purchase orders.

To complete your registration, please mail this completed form and your check to the following:

Julie Ferron

327 Selwin Drive

Frederick, MD 21701

For more information or detailed program information, check the web at [http://www.asq509.org/Software Special Interest Group.htm](http://www.asq509.org/Software/Special%20Interest%20Group.htm)

ASQ - Julie Ferron, 301-662-0741 jferron77@aol.com

QAAM - Laurie Schneider, 410-295-1827
schneiderl@telecomsys.com

DCSPIN - Kane Davidson, 703-207-8610
ascender@walkingwest.com

Fraunhofer Center - Tricia Larsen, 301-403-8932
plarsen@fc-md.umd.edu

DIRECTIONS: Johns Hopkins/APL, Columbia, Maryland, Building #1, just off of Johns Hopkins Road, 2nd entrance. Location via URL:
<http://www.jhuapl.edu/public/visit/locat.htm>

The Maryland Association for Healthcare Quality
presents:
Making Sense Out of Control Charts
or
Help!! Which Chart Should I Really Use When?
Instructor *Sandra K. Murray of CT Concepts*
Video Instruction

Friday, February 15, 2002 1:30 PM – 4:30 PM
(Video begins promptly at 2:00PM)

Program Objectives:

- Provide the ability to analyze a control chart to determine the type of variation present.
- Distinguish between attributes & variable data.
- Select the appropriate control chart for the data.

Cost:

Free to MAHQ Members \$5.00 for Non Members
Pre-registration provides registrants with a copy of the video workbook. **Register today** by calling **Mary Whittaker** at 410-828-0245 or via email:

WhittmaryQ@aol.com.

Location: Maryland Hospital Association Bldg.
6820 Deerpath Road, Elkridge, MD. 21075-6234
Tel: 410-379-6200 Fax: 410-379-9551

Directions:

From I-95, take MD-100 West exit. Take Coca-Cola Drive exit # 8. Turn left onto Coca-Cola Drive. Turn right onto Dorsey Road. Turn right onto Douglas Legum Drive. Turn right onto Deerpath Road.

Pre-Registration includes:

- Reproducible workbook that includes graphics from the video program along with quizzes to reinforce the concepts learned. The answers to the

exercises appear at the back of the workbook as well as on the video.

- Suggested references and resource list.
- Appendix with formulas for computing control chart limits and answers to quizzes.
- Handy “Control Chart Selection Guide” to use as an everyday reference in your job.

It is recommended that this guide be laminated for long-term use.

Recertification

During the recertification period that ended June 30, 2001, there were 47 of our members that needed to recertify. Of this number, 37 or 75.5% actually did complete the process and maintained their certifications. The following is a listing of those that recertified.

| | |
|-------------------------------|--------------------------------|
| Wayne Booth | Jeffrey Martin |
| David Calder | Ken Mellon |
| William Caporellie | Mark Muhler |
| Gilbert Cuffari | Richard Neilson |
| James Elliott | Patricia Lynn Patterson |
| Susan Englehardt | Robert Rayme |
| Yolanda Evans-Mitchell | Jina Robbins |
| Robert Farese | Jan Szpara |
| Robert Ferris | Brenda Stiffler |
| Gregory Hall | Walter Tomczykowski |
| Arthur Hall | Thomas Touts |
| Stephen Hudson | Wayne Toy |
| Karen Hughes | Robert Weaber |
| Donald Jacoby | John Weisz |
| Michael Jenson | James West |
| Laurie Edwards Kleppin | Freeman White |
| Thomas Kline | Leane Ziebel |
| Lyn Knight | August Ziegler |

The Section congratulates these individuals for maintaining their hard-earned certifications.

2002 -2003 Tutorials

During the upcoming year, the Section would like to run a series of tutorials on control charts of various kinds: (1) X-bar and R, (2) Individuals, median and moving range charts, (3) CUSUM, (4) EWMA and (5) Group Moving Average charts. Currently, presenters are lined up for EWMA and Group Moving Average charts. However, we will need presenters for the other areas. If you would be interested in making a tutorial presentation on control charts, contact **Sid Lewis** at 410-879-0136 or at ssjmlewis@email.msn.com.

The greatest thing in this world is not so much where we are, but in what direction we are moving. - Oliver Wendell Holmes

Section Demographics

By Craig Carpenter

In an effort to serve the diverse needs of our Section members we have put together a demographic study of our member base. This information will assist us in:

- preparing useful quality programs geared towards your areas of discipline.
- arranging seminars and monthly dinner meetings near the locations of a majority of our members.
- communicating better with our membership.

As of December 2001 we had **787 Baltimore section members**. Our members are spread out in **17** different Maryland counties, **22** different states, and **220** different zip codes. Here are some demographic statistics. *Membership data based on ASQ mailing addresses (work or home) as of 12/12/01.

By membership type:

| | |
|------------|-------|
| Regular | - 727 |
| Senior | - 37 |
| Sustaining | - 7 |
| Fellows | - 7 |
| Student | - 9 |

By ASQ Certification:

| | | | |
|--------|-------|------|------|
| CQA | - 118 | CQT | - 25 |
| CQE | - 105 | CSQE | - 24 |
| CMI | - 36 | CRE | - 10 |
| CQ Mgr | - 32 | CQIA | - 5 |

Members with multiple certifications:

| | |
|----------------------|-------|
| One certification | - 173 |
| Two certifications | - 57 |
| Three certifications | - 16 |
| Four certifications | - 4 |
| Five certifications | - 1 |

Members by Divisions:

| | | | | | |
|--------------------|-------|--------------------------|------|-----------------------|------|
| Quality Mgt. | - 169 | Electronics \ Comm. | - 35 | Biomedical | - 19 |
| Quality Audit | - 115 | Human Dev. \ Leadership | - 33 | Education | - 19 |
| Software | - 49 | Aviation, Space, Defense | - 32 | Automotive | - 13 |
| Statistics | - 44 | Customer/Supplier | - 31 | Government | - 11 |
| Food \ Drug \ Cos. | - 43 | Service | - 28 | Design \ Construction | - 10 |
| Measurement | - 42 | Chemical & Process | - 26 | Textile \ Needle | - 3 |
| Inspection | - 39 | Health Care | - 26 | | |
| Reliability | - 35 | Energy \ Environment | - 24 | | |

Members by Maryland County:

| | |
|--------------------------|------------|
| Baltimore County | 195 |
| Anne Arundel County | 119 |
| Howard County | 84 |
| Baltimore City | 71 |
| Harford County | 63 |
| Frederick County | 53 |
| Carroll County | 37 |
| Montgomery County | 37 |
| Prince George's County | 34 |
| Washington County | 15 |
| Charles County | 5 |
| Wicomico County | 4 |
| Cecil County | 3 |
| Calvert County | 3 |
| Talbot County | 2 |
| Allegany County | 2 |
| <u>St. Mary's County</u> | <u>1</u> |
| Total | 728 |

Members Out of Maryland:

| | | | |
|--------------|----------|-----|-----------|
| PA | 24 | WI | 1 |
| VA | 9 | VT | 1 |
| FL | 3 | AZ | 1 |
| WV | 2 | TX | 1 |
| DE | 2 | TN | 1 |
| CA | 2 | NC | 1 |
| CT | 2 | MN | 1 |
| MI | 2 | KY | 1 |
| DC | 1 | IN | 1 |
| IL | 1 | *AE | 1 |
| <u>NY</u> | <u>1</u> | | |
| Total | | | 59 |

*Military Post

Membership by Maryland Subdivisions:

| | |
|--|--|
| 261 - Northeast Suburbs - (Baltimore, Harford, Cecil) | 71 - Baltimore City |
| 240 - Southwest Suburbs (Anne Arundel, Howard, Carroll) | 71 - DC Suburbs (Montgomery and Prince George's) |
| 70 - Western MD (Garrett, Allegany, Washington, Frederick) | 9 - Southern MD (Calvert, Charles, St. Mary's) |
| 6 - Eastern Shore (Wicomico, Talbot) | |

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 December 2001 set of CQE, CQA, CSQE and CQIA examinations, the Section was fortunate to have **Jim Elliott, Bud Getz, Glenn Hollenbeck, Jim McManus and William Scott** assist Section Chief Proctor **Maria Burness**.

A special **Thank You** is extended to Bud Getz of Kop-Flex for hosting this set of examinations.

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.

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 **March 15, 2002**

Certification Exam Schedule

| Examination | Application Date | Exam Date |
|--|------------------|---------------------|
| 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 |
| CQT/CRE/CMI/ Six Sigma Black Belt/HACCP/ Quality Mgr. | January 10, 2003 | March 1, 2003 |

A Resource on Using E-Learning

Many of us have already begun to use e-learning to deliver information and training to employees about quality, project planning, standards and even topics like team building. Many of us are just beginning to explore.

The American Society for Training and Development has an excellent on-line resource available to help people think through e-learning choices, decisions and development available to members and nonmembers alike: The ASTD Roadmap for E-learning. It is available by link from their homepage at www.astd.org.

The Roadmap contains 2 learning tracts and links to tons of articles to use for research. Topics like making the case for e-learning, shopping for vendors, case studies, using e-learning with traditional training, and evaluating e-learning.



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

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