



Quality Connection

Official Newsletter of the Baltimore Section, ASQ

April 2002

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

Chairman's Corner

Frank Vojik

Quality and Public Safety

The other day at work I received the March 2002 issue of *Quality Magazine*. As many of you know, *Quality* is a periodical that focuses heavily on manufacturing and process control articles. The editor's column caught my eye; the subject was the Firestone Tire incident. At first I thought – Hey, this is old news! After all, the recall began during the summer of 2000 and had now passed out of daily news and discourse and into what I guess can be called the “litigation phase.” By now, the only noteworthy items were how much in punitive and compensatory damages Firestone and Ford were expected to pay out to the survivors of the rollover incidents which killed 271 people and injured hundreds more.

But after reading Editor Wes Iverson's column, my interest in this subject was unexpectedly renewed. Wes wrote about a study authored by Princeton University Economists Alan Krueger and Alexandre Mas in the *Industrial Relations Section* of the Princeton University Firestone Library in which the authors argued that protracted labor strife at the Decatur, IL plant that produced Firestone AT, ATX, and ATX II tires significantly contributed to the production of many defective tires. The title of the paper is *Strikes, Scabs and Tread Separations: Labor Strife and the*

Production of Defective Bridgestone/Firestone Tires.

From a quality perspective, this was certainly a different slant on what many quality professionals viewed as a failure of the Decatur Plant's ISO-9001 certified Quality Management System. Indeed, I wrote a column in this space last year arguing that the tire failures represented a catastrophic failure of both the system's corrective and preventive action programs and its management review process. At the end of his column, editor Iverson stated that this would make interesting reading for quality professionals. He was right. When I accessed the web site where the article was posted, I found a scholarly paper, 65 pages in length, that employed rigorous statistical techniques in support of their argument that a 1990's labor dispute at the Decatur plant was a primary causal factor in the production of defective tires from 1994 through 1996. During that period of time, Firestone, in response to a protracted strike by the United Rubber Workers union, hired lower-wage replacement workers and then hired back the union employees to work along side those replacement workers. Let's face it, you don't have to be a HR professional to figure out that was recipe for disaster.

I won't go into details here (I'll leave to you to read the paper for yourself), but the authors, using a 22 page appendix of graphs, box

(Continued on Page 2)

Chairman's Corner (continued)

and whisker plots, tables, and Poisson Regression Models, make a powerful argument that, contrary to company disclaimers, labor strife was a major contributing factor for the tread separations. In particular, the graphs presented in the appendix form a powerful testimony in support of the assertion that the number of defective tires manufactured by Firestone at Decatur was higher than any other manufacturing facility in North America, and those defectives reached their high point during the period of labor strife at the Illinois plant.

At the end of their dissertation, the authors make a powerful statement:*"If antagonistic labor relations were responsible for many of the defects, even indirectly, this episode would serve as a useful reminder that a good relationship between labor and management can be in the company's interest."*

"Our results also suggest that there are costs to hiring replacement workers and labor strife that are not internalized by labor or management, especially in industries that affect the public safety. We estimate that more than 40 lives were lost as a result of the excessive number of problem tires produced in Decatur during the dispute. The number probably would have been twice as high if it were not for the tire recall."

Of course, there were several contributing factors to the tread separation problem and Krueger's paper is careful to give them due consideration. Nevertheless, this paper makes a persuasive argument that when we ignore the human factors in quality, we do so at our own peril – and sometimes of the safety of the public at large.

The article can be accessed at www.irs.princeton.edu in the Working Papers Section (# 461) and can be downloaded in .pdf format.

Divisions Awareness Survey

To assist ASQ's Divisions Department in the evaluation of member awareness and benefits of divisions, the Market Research Department conducted a survey. The sample consisted of a random sample of 20,000 active members of ASQ that don't belong to any divisions, with e-mail who have opted-in to receiving e-mail communications from ASQ. After bounced back e-mails of 628, the adjusted sample was 19,372. Responses were received from 2,662 members (a 14% response rate).

Summary of Findings

- Forty-three percent (43%) of all respondents indicated they have been members of ASQ for one to four years, followed by thirty percent (30%) who indicated they have been members for 11 to twenty years.
- More than one-half (55%) indicated they are aware of ASQ's Division membership benefit.
- Of those respondents who indicated they are aware of ASQ's Division membership benefit...
 - Respondents reported they are most familiar with the following divisions: Quality Management (54%), Quality Audit (44%), Statistics (32%), and Automotive (25%).
 - Forty-three percent (43%) indicated they have belonged to a division at some point.
 - Of those respondents who indicated they have belonged to a division, thirty-three percent (33%) indicated they had been a member of Quality Management, followed by Statistics (26%), and Quality Audit (24%).
 - Forty-eight percent (48%) indicated the obstacle preventing them from joining / rejoining a division is because the division is not included in the dues and they do not want to pay extra, whereas thirty four percent (34%) indicated time constraint was the major obstacle.
 - Interestingly, past division members noted "cost" was a major factor preventing them from rejoining a division, whereas those respondents who have never been a division member indicated "time constraint" as the major obstacle preventing them from joining a division.
 - Ten percent (10%) indicated they have attended a division conference.
 - Of those who indicated they have attended a division conference, twenty-two percent (22%) reported that Quality Management was the sponsoring division followed by Automotive (19%) and Reliability (18%).
 - The majority (89%) of those same respondents who indicated they have attended a division conference indicated they found the conference informative and/or applicable to their profession

- o More than half (58%) indicated they have considered either joining or rejoining a division.
- o The respondents who indicated they have been a member of a division in the past are more likely to consider rejoining a division than those respondents who indicated they have never been a member of any division.
- Of those respondents who indicated they are NOT aware of ASQ's Division membership benefit...
 - o Nearly all respondents (94%) indicated they would consider joining a group of fellow ASQ members that are in the same profession or have the same interest within the field of quality as themselves.
 - o Of those who indicated they would consider joining a group of fellow ASQ members within the same profession or interest, sixty-four percent (64%) indicated they would join the Quality Management division, followed by the Quality Audit (46%) and Measurement Quality (31%) divisions.
- The following statements refer to all respondents.
 - o Respondents indicated the following benefits interested them most: Courses and Conferences (64%), Networking opportunities and Newsletters (both 51%), publications (50%), and Tutorials (43%).
 - o Respondents indicated they were most interested in or would likely join the following potential ASQ divisions: International Quality (43%), Women in Quality (35%), and Community Quality (25%).

Thoughts on March Madness and Inspection

by Jim Cooper

As usual, the St. Patrick's weekend began, what is commonly called, March Madness. Starting on Thursday and continuing through Sunday, the NCAA basketball tournament, commonly known as March Madness, was there for our viewing pleasure, not to mention the hopes that our bracket picks were correct in the office pool. It is a basketball junkie's dream weekend. I, like many of you, sat on shots from beyond the arc, twisting, driving moves in the lane, overtimes and buzzer beaters.

You may ask what does this have to do with inspection, even in the remotest sense? The *Quality Dictionary* defines inspection as "Activities to determine conformity, including observing, measuring,

examining, testing, or gaging one or more characteristics of a product or service. Then these are compared with predetermined specified requirements to determine whether they have been met." Things are seldom black and white when the inspector performs his or her job. He is to our operations as the referee is to the game of basketball. The main thing that is black and white for this official is his shirt.

The referee is in a position of observing and examining the product (the game) and then making judgments whether the individual actions conform to the defined specifications of the rulebook. If they are, he or she does nothing to interfere with the ebb and flow of the game. If they are not conforming to the specifications, then the whistle blows and actions are taken to correct the problem (violation or foul). Every whistle is likely to distress someone in the same manner as every inspection rejection is viewed as an imposed hardship on the operation.

The inspector is expected to flawlessly perform his function in a minimum of time. Likewise, the referee has to make determinations in the blink of an eye, without benefit of slow motion or instant replay. Any delay in making the decisions elicit howls that they are slowing up the game. A product delayed in inspection, even for a brief period of time, causes people to complain and say that inspection is always holding them up.

At the completion of the game, the referee knows in his or her own mind if a good job was done. If the game was called well, no one is going to offer any congratulations for the fine effort. The referee does not expect any complimentary remarks. Our inspectors know, at the end of their workday, if they have performed well. They do not look to other departments and functions for compliments, because none are usually forthcoming. When was the last time you told your inspectors that they did a good job today?

All that is left is for the referee, or the inspector, to derive self-satisfaction from knowing that they did their job and did it well. The saying of Konstantine applies to the jobs done by the inspector and the official. ***"Let it be said: It was done right, it was done well. Perfection must be your credo of work and quality your way of life."*** For both the referee and the inspector, they are only as good as their next call.

The background of the author includes many years refereeing basketball at all levels through high school, as well as softball and volleyball. He hopes your pool brackets are not spoiled by too many upsets.

Conflict

By Peter Grazier

Last August I taught a weekend course on team building to about 25 people participating in *A Systems Approach to Quality Improvement* at Madonna University in Detroit. Sponsored by the Association for Quality and Participation, the six-month course leads to a certificate in quality and attracts management personnel who want to expand their knowledge of contemporary workplace concepts.

The Sunday morning agenda was open so that more time could be spent on participant needs. On this Sunday, **the primary topic the class wanted to address was “conflict.”** Although this topic is frequently brought up in sessions, on this particular day it started me wondering why we seem to have so much conflict in our workplaces and in our society, and why we have so much trouble resolving it.

Conflict Defined

My dictionary defines conflict as “a struggle to resist or overcome; a contest of opposing forces; strife; battle; a state or condition of opposition; antagonism; discord; clash; collision.” Conflict seems to be ever-present in our lives....on the battlefield, on the football field, in the boardroom, or in the bathroom. The possibility of conflict looms anytime two or more people convene. In team building, you will hear people say that “conflict” is good for teams, and so they encourage it. What I think they mean is that “disagreement” is good for teams. Conflict has an emotional component that tends to be destructive, whereas, disagreement is a non-emotional presentation of differing viewpoints.

Sources of Conflict

Conflict arises from a multitude of sources that reflect our differences: personality, values, ideologies, religion, culture, race, and behavior. It also arises from simple misunderstandings. As we have expanded collaborative concepts within our workplaces, we have dramatically increased the number of human interactions where one’s opinions can be heard.

New teams, for example, may find themselves in conflict as discussions lead them into uncharted waters. One person may have worked along side another for years, yet never “knew” them until they began unearthing deeply held beliefs. Reaching consensus when such differences are present is frequently difficult, and conflict is almost certain.

Resolving Conflict... The Current Model

I think the reason most people struggle with conflict resolution is that our past and present models of resolution are rooted in battles. These battles result in “winners” and “losers,” and our society seems to place a high value on winning. So we staunchly defend our position, no matter how shaky.

I have talked frequently in these pages of an exercise I use when working with teams. The exercise is simply a single paragraph story about five people. It is a straight-forward story that one can read in one or two minutes.

I ask participants to rate the five people from best to worst based upon their interpretation of the story. The results are astounding! In a room of twenty people, I will get fifteen different interpretations of the story and its characters. When they begin to discuss the story, they see other interpretations as plausible as their own, and the light goes on that their view of this story and its characters is just one way of looking at it. It becomes a powerful lesson in how our beliefs, having been shaped by our own unique history, are simply one interpretation of reality.

The participants also learn that to resolve these differences, they must take the time to talk to each other and listen carefully for other, equally valid points of view. The problem is that we were never taught to do this, and so we go into our learned offensive and defensive behaviors to defend our position. Conflict resolution under the “win-lose” model leaves most people unfulfilled, particularly if the battle is a difficult one. Frequently, the emotional component inflicts a wound that may never fully heal.

Conflict Resolution... A Different Approach

Recently, my friend Steven Piersanti of Berrett-Koehler Publishers in San Francisco sent me a manuscript of a new book called *Getting to Resolution: Turning Conflict Into Collaboration*. The book was written by Stewart Levine, a lawyer, consultant, and mediator with an illustrious track record.

As I began to read the manuscript, what caught my attention quickly were his opening words:

During my second year of law school I had my first “real” lawyer’s job. I was an intern at a local legal services clinic. On my first day I was handed 25 cases “to work on.” This would be my job for the semester. Three weeks later I asked the managing attorney for more cases. When he asked about the 25 he had given me, I told him that I had resolved them.

He was very surprised, and very curious. He asked how I had done it. I told him that I had reviewed the files, spoken to the clients, thought about a fair outcome and what needed to be done, called the attorney or agency on the other side, and reached a satisfactory resolution.

I knew nothing about being a lawyer. I had no inclination that the cases were difficult, needed to take a long time, or had to be handled in a particular way. With common sense and a beginner's mind, I found the solution that worked best for all concerned. Simple? It was for me! I spent the next twelve years becoming a "successful" lawyer, and becoming less effective at resolving matters.

What a revelation! A law student whose ignorance of legal procedure led him to follow his instincts and have the clients actually talk to each other. Instead of preparing a game plan for battle, he simply approached each conflict as a disagreement looking for a solution.

The Costs of Conflict

Mr. Levine says further that conflict resolution in this manner isn't soft, but practical, in that there are significant costs associated with how we currently resolve conflict. And many times these costs far outweigh the conflict itself.

The costs he describes are:

1. **Direct Cost**
2. **Productivity Cost**
3. **Continuity Cost**
4. **Emotional Cost**

The **direct costs** are the fees of lawyers and other professionals. In 1994 alone, there were 18 million cases filed in US courts at a cost of \$300 billion.

Productivity cost is the value of lost time, the cost of what those involved would otherwise be producing.

Continuity cost is the eventual end of relationships that would have continued without the conflict.

Emotional cost reflects the pain of focusing on, and being held hostage by our emotions.

If you've ever been in a conflict, you can probably relate to one or more of the above consequences.

Conflict Resolution... A New Paradigm

Drawing on his extensive experience, Mr. Levine shares a model for conflict resolution very different than the current one. The seven steps of his resolution model are shown below:

Real Conflict Resolution

1. Develop an Attitude of Resolution

The above process will not work unless we first hold certain values that make up an attitude of resolution. Mr. Levine discusses values such as believing in abundance, being creative, becoming vulnerable, and relying on feelings and intuition.

In reality, this may not be easy because it requires us to step back and think about how we feel about conflict. These are beliefs that took a long time to develop and are deeply embedded.

2. Tell Your Story

Telling your story is listening to all stories, including yours. It is about understanding and being understood. Looking for "the truth" in their story is not as important as honoring their authenticity, and understanding "their truth."

3. Listen for a Preliminary Vision of Resolution

Listening for a preliminary vision of resolution is thinking about a resolution that honors all concerns in the situation. It is about shifting from the desire to win, and get your way, to a vision that everyone can buy into.

4. Get Current and Complete

Getting current and complete is saying what usually goes unsaid. It demands saying difficult, sometimes gut-wrenching things, thereby escaping from the emotional prisons that keep us locked in the past.

5. See a Vision for the Future: Agreement in Principle

Seeing a vision for the future means reaching a general understanding of the resolution— a foundation of a new agreement. It requires letting go of the desire for what you know will not work and focuses on what will.

6. Craft the New Agreement: Make the Vision a Reality

Crafting the new agreement adds the specifics. The key point is to have a map or formula for the dialogue that will maximize the potential for everyone to obtain their desired results.

7. Resolution: When Your Agreement Becomes Reality

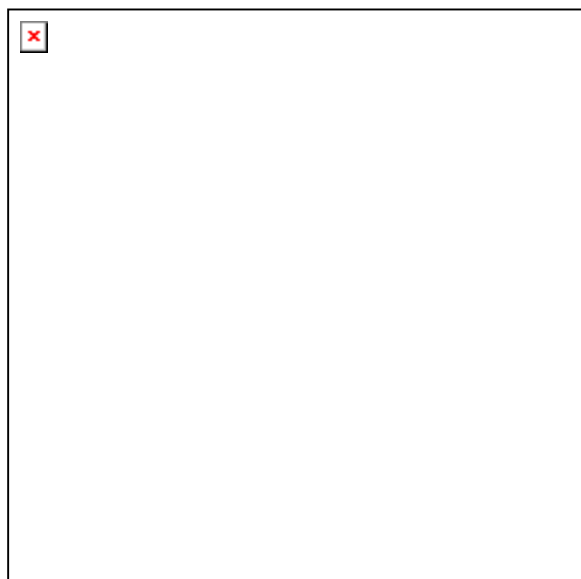
Resolution is moving back into action. With a new agreement, and a quiet, clear mind about the past, you can freely move forward. You will be empowered by the process.

Because we, as humans, are all different in how we perceive the world, conflicts will, at some level, always be part of life. How those conflicts are resolved, however, is a choice. We can enter into battles, defending our position, pushing our "truth," and, when

all else fails, hire our gladiators to battle for us. In the end, the costs may take their toll on us.

Or we can approach conflict as a problem looking for a solution. We can take an approach much different than the culturally accepted one, with results that leave us intact.

Stewart Levine's book came along at a time when I was in such a conflict. His approach supported my internal rumblings about how to resolve it. I took this path and found a solution—no costs, no lost time, and no emotional baggage to carry around for the next few years. Thanks Stewart...and to my friend Steven Piersanti for passing it along.



Peter Grazier is a popular author, speaker and consultant. He can be reached through his website at <http://www.teambuildinginc.com>. This article is published with his permission.

My Thoughts on the CQE Process

By Eric Whichard

First and foremost, let me express our appreciation to the people who make these certifications possible. **Maria Burness** (Chief Proctor) and her team of room proctors had everything set up and ready to roll at Kop-Flex -- at 8am on a Saturday. That's great performance in my book, and very much appreciated! Many thanks also to **Howard Swartz** (Examining) regarding both exams and recertification. And so on, to the folks in Milwaukee and the volunteers who work with them to create, manage, and administer the CQE and ASQ's many other certification programs.

I took the CQE in 1982, as we were just beginning to emerge from recession (sound familiar?). I am certain that being certified was a significant factor in

my landing a job at the local plant site of specialty chemicals manufacturer W.R. Grace. That time, I did not use a prep course. I had lots more time than money, so I just hit the books.

At Grace I worked on things like QA/QC, quality systems, and SPC -- and later TQM and ISO-9000. Somewhere along the way I let my CQE lapse.

Now I am involved in Grace's global Six Sigma program, launched in 1999. This time, I took a correspondence prep course, provided by the company, along with several of my colleagues. I am happy to report that all six of us were certified. The curriculum and structure provided by the course, plus the interaction with others, made a big difference for me. I found exam prep much less stressful and time consuming. Six Sigma, with its training in systems analysis and statistics, also provided a good technical foundation.

There are similarities and differences between Six Sigma and the CQE body of knowledge. To me, they complement and reinforce each other. (*See also JQT, Oct 2001, Hoerl, Snee, Pyzdek, and others.*) Certification is a milestone on our Six Sigma advancement roadmap. To progress from Black Belt to Senior Black Belt to Master Black Belt, we require of ourselves not only results and performance today, but ongoing development of skills and knowledge (continuous improvement). So again I am confident that certification will be significant.

Eric Whichard has been a member of ASQ since 1982. He is employed at W. R. Grace & Co., Columbia / Baltimore. He may be contacted at Eric.Whichard@Grace.com

Maryland Center Awards

The **U.S. Coast Guard Activities Baltimore** received four standing ovations as **Captain Roger Peoples** accepted on behalf of Activities Baltimore, the 2001 U.S. Senate Productivity Award. This prestigious award is presented and sponsored by Senators **Paul S. Sarbanes** and **Barbara A. Mikulski** to honor those 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.

Administered by the University of Maryland Center for Quality and Productivity (UMCQP), the U.S. Senate Productivity, the top level award, and the Maryland Quality Awards, given at the levels of Gold, Silver, and Bronze, provide a multi-tier ladder for organizations to utilize as they move through successive levels of performance excellence.

The basis of the criteria is identical to the National Malcolm Baldrige Award criteria, which were developed to help increase the effectiveness and productivity of businesses and rooted in total quality management. For the Maryland process, all organizations with five or more full-time employees are eligible in the categories of manufacturing, service, public sector, health care and education.

Maryland organizations can take advantage of this process as an applicant or by training employees as examiners for the process. Benefits to applying to be an examiner include national level training, the collaboration and networking with an excellent group of colleagues, a chance to review applications from leading edge organizations, a chance for learning as *(Continued on page 12)*

Recertification Reminder

Did you forget to send in your recertification package by the December 31, 2001 deadline? Did you know that you have a six-months grace period to still submit your recertification and supporting data? If you want to recertify, you must act quickly while you still have time. Your recertification information, along with the fee must be received by **Howard Swartz**, Chair of the Section Examining Committee by June 30, 2002 or you will lose your hard earned certification. Don't wait until the very last minute to submit your data. Take the time and forward it now. That way, you can be assured that you will maintain your certification. Send your data to:

Howard Swartz
8 Timber Way Court
Reisterstown, MD 21136

Many of life's failures are people who did not realize how close they were when they gave up.

Thomas Alva Edison

*This portion of the
Baltimore Quality Connection*

is still under construction.

If you are interested in

building on this site,

please contact the Editor.



Business Training Center

Are you completely familiar with all the procedures and standards the FDA requires of organizations in your industry? When you are ready to submit your product or process for approval, will it be in compliance, or will you have to go back to the drawing table? Come to one of these classes with your questions and find out!

The Instructor

Judi Smith is one of the principals of Sienna Partners, L.L.C., a consulting firm specializing in regulatory, quality and manufacturing for the medical device industry. She has worked in the medical products regulatory, quality and clinical trial areas for over 15 years. She has been responsible for the regulatory submissions and approvals of many biological, *in vitro* diagnostic, and medical device products, and for the establishment of quality systems for drug and diagnostic products. Judi is Regulatory Affairs Certified through the Regulatory Affairs Professionals Society. Recently, she was awarded the FDA Group Recognition Award as a member of the FDA/Industry Roundtable. She is past Vice President of the Association of Medical Diagnostics Manufacturers and has also served on the IVD and PMA Task Force Committees of AdvaMed.

Course One: Are You FDA Compliant? This 2-hour class provides FDA-required training in current Good Manufacturing Practices (cGMPs) for the bioscience entrepreneur, technical office, laboratory, or manufacturing director and for laboratory, manufacturing, or entry-level personnel. The class would be appropriate for both young start-

Are You Up to Speed on FDA Regulations? 3 Classes for BioTech & Bioinformatics Professionals

Gateway Bldg., 6751 Gateway Drive, Columbia, MD

up companies desiring a comprehensive review of the FDA Quality System Regulation and for established firms needing to meet the FDA requirement of annual all-employee training in cGMPs. Saturday, June 8, 9 am-11 am, course # XE 359 8687, \$50

Course Two: Are Your Design Control Systems FDA Compliant?

This 4-hour class provides critical information on FDA-regulated product development systems (Design Controls) for the bioscience and bioinformation entrepreneur, technical officer, laboratory or manufacturing director, quality assurance personnel, and entry-level employee. The class would be appropriate for both young start-up companies and for established firms desiring a comprehensive understanding of the requirements and implementation of Design Control systems.

Friday, June 21, 2-6 pm, course # XA 359 8684, \$100

Course Three: Know Your FDA Validation Systems. This 4-hour class provides critical information on FDA-regulated product and process validation systems for the bioscience or bioinformation entrepreneur, technical officer, laboratory or manufacturing director, quality assurance personnel, and entry-level employee. The class would be appropriate for both young start-up companies desiring a comprehensive understanding of the definitions and requirements of a validation program and for established firms needing to assess the adequacy of their validation programs.

Friday, June 14, 2-6 pm, course # XA 359 8685, \$100

For more information and a registration form, call Chris at 410-772-4924.

Maryland Center Awards (continued)

part of site visit team, visibility and recognition that you receive as an examiner as well as the ability to share your expertise in the assistance of the performance improvement of other organizations.

Organizations that are interested in applying for the U.S. Senate Productivity Award can take advantage of workshops and materials to help get them started. These are available by contacting **Karina Polun** at 301-403-4413, or email kkorenczuk@umcqp.umd.edu.

Important Dates:

Applications for Board of Examiners due May 17
Eligibility Determination Form accepted August 2
Application due to Senator Sarbanes' office August 30
Examiner review of applications and selection for site-visit Sept-Nov
Site Visits Dec 1-6
Awards Ceremony March 3
For updates and the 2002 timeline, check out www.umcqp.umd.edu.

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 May 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 March 2002 set of examinations, the Section was fortunate to have **Tom Montague** and **Beth Coffman** assist Section Chief Proctor **Maria Burness**.

Do You Wish to Receive Section E-Mail?

Would you be interested in receiving Newsletters, meeting notices and other Section communications by e-mail instead of the hard copies that regularly appear in your mailbox? If so, please forward your name, zip code where you receive Section mail and your e-mail address to james_e_cooper@md.northgrum.com. This is to provide more flexibility to our Section members as to how they receive information about the Section.

Certification Exam Schedule

Examination	Application Date	Exam Date
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

Vision is the art of seeing things invisible.
Jonathan Swift



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