



# Quality Connection

Official Newsletter of the Baltimore Section, ASQ

April / May / June 2004 Voice Mail: (410) 347-1453

E-mail: [asq0502@yahoo.com](mailto:asq0502@yahoo.com)

Internet: [www.asqbaltimore.org](http://www.asqbaltimore.org)

**Scott Fairchild** Chair  
410-993-5432 (W) [scott.fairchild@ngc.com](mailto:scott.fairchild@ngc.com)

**Sara Parker** Vice Chair  
410-436-4737 410-436-3665 (Fax)  
[sara.parker@amedd.army.mil](mailto:sara.parker@amedd.army.mil)

**Mike Rothmeier** Treasurer  
410-935-1011 (W) 410-357-4946 (Fax)  
[Rothmeier@comcast.net](mailto:Rothmeier@comcast.net)

**Kathy Free** Secretary  
410-965-5008 [UpcomingList@aol.com](mailto:UpcomingList@aol.com)

**Sid Lewis** Tutorials  
410-879-0136 [ssjmlewis@email.msn.com](mailto:ssjmlewis@email.msn.com)

**Tom Stewart** Database / Home Page  
[tstewart3512@yahoo.com](mailto:tstewart3512@yahoo.com)

**Lloyd Dixon** Education  
410-765-3153 (W) [lloyd.dixon@ngc.com](mailto:lloyd.dixon@ngc.com)

**Howard Swartz** Examining  
410-628-3278 [swartzhc@aicorp.com](mailto:swartzhc@aicorp.com)

**Jo McLaughlin** Program  
410-465-9119 [jmclaugh2000@aol.com](mailto:jmclaugh2000@aol.com)

**Kevin Gilson** Koalaty Kid / Science Fair  
410-864-2428 [kgilson@sierramilitary.com](mailto:kgilson@sierramilitary.com)

**Susan Spurgeon** Membership  
410-993-7288 [susan.spurgeon@ngc.com](mailto:susan.spurgeon@ngc.com)

Newsletter

**Lauren Fagan** Publicity  
410-771-2923 [lauren.fagan@phh.com](mailto:lauren.fagan@phh.com)

**Gil Cuffari** Past Chair / Nominating  
410-203-2053 [GCuffari@AOL.com](mailto:GCuffari@AOL.com)

**Joel Glazer** Software Quality  
410-765-4567 [joel.glazer@ngc.com](mailto:joel.glazer@ngc.com)

**Eric Whichard** Placement / Employment  
410-531-4632 [Eric.Whichard@grace.com](mailto:Eric.Whichard@grace.com)

**David Little** Regional Director  
717-653-3720 717-653-3718 (Fax)  
[dmlittle@tycoelectronics.com](mailto:dmlittle@tycoelectronics.com)

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

## Problem-Solving Success Tip - I

Jeanne Sawyer, Ph.D.

**Communicate.** Don't leave your key stakeholders guessing. We are generally not very good about keeping others informed about the progress we're making, especially if there isn't much. You're more likely to get support and understanding if you get the word out honestly about what is and isn't happening.

As you start your problem-solving project, establish a communication plan and follow it. Specify who needs what information about your effort, when they need it and how you are going to provide it. Make the plan appropriate to your problem, the culture of your company and the individuals involved.

Different participants in the project will need different information. For example, the members of the problem-solving team need all the details about everything. Managers who want the problem solved but aren't personally participating in the resolution generally need assurance that things are proceeding appropriately, or timely notification if they aren't. They don't want to guess or wade through a ton of detail to try to figure out how things stand. For them, regular status reports are generally sufficient. Nobody likes unpleasant surprises, so be sure to identify who needs to know what

about the various bumps you'll hit along road.

Once you've developed your communications plan, tell everyone involved what it is—then do what you promise. Make changes as necessary. If people know that they're getting the information that they need when they need it, they won't waste your time with status-check phone calls or emails. Your meetings will be shorter and easier to manage because you won't have extra people coming just in case something comes up that they should know.

Jeanne Sawyer is an author, consultant, trainer and coach who helps her clients solve expensive, chronic problems, such as those that cause operational disruptions and cause customers to take their business elsewhere. These tips are excerpted from her book, *When Stuff Happens: A Practical Guide to Solving Problems Permanently*. Find out about it, and get more free information on problem solving at her web site:

<http://www.sawyerpartnership.com>

## Electronic Registration Now Available

Although somewhat late for this year, the Section has instituted an electronic system for dinner reservations for the meetings. Simply go to the Section Web page, [www.asqbaltimore.org](http://www.asqbaltimore.org), and click on the link for "Reservations for the Next Meeting." This is in addition to the telephone registration system in use now.

***Newly Certified Quality Personnel***

The Baltimore Section recognizes the following newly certified individuals who have passed either the October 2003 or the December 2003 ASQ exams.

**Certified Mechanical Inspector**

Jeffrey Fuhman                      Knorr Brake  
George Smith                        Ohmeda Medical-GEMS

**Certified Quality Manager**

Benjamin Clark  
Sylvia Maynard-Smith      SYLMAE, Inc.

**Six Sigma Black Belt**

Lauren Fagan                        PHH Arval  
Todd Davis                            New Tack Consultants  
Matthew Oswald

We commend each of these individuals that have successfully achieved these Certifications. They have reached a new level in their professional growth.

***Section Pass Rates - October, December 2003***

<b>Exam</b>	<b>Total</b>	<b>Pass</b>	<b>Per Cent</b>
Manager	7	2	28.6%
CMI	3	2	66.7%
6 Sigma	3	3	100.0%

***Six Sigma and DFSS in R&D***

The Industrial Research Institute (IRI) recently held a “Six Sigma and Design for Six Sigma (DFSS) in R&D” workshop in Corning, NY. The workshop was attended by R&D managers, engineers, and Quality / Six Sigma practitioners from Battelle, BP, Corning, ConocoPhillips, Dupont, Dow Chemicals, Eastman Chemicals, Ford, GE, Honeywell, Johnson & Johnson, and many other companies as well as W.R. Grace (our contingent) – about 150 people in all.

This group of R&D folks is obviously involved and interested in Six Sigma and DFSS. A survey showed that of these attendees:

- over 90% work for companies that have a Six Sigma program
- over 60% work for companies that have a Six Sigma program in R&D
- over 40% work for companies that have a DFSS program in R&D

It should be noted however that many of these folks also lived SPC, quality circles, Total Quality, ISO-9000, and so on. They do not view Six Sigma as a destination, just another step in the journey. One speaker depicted this as a series of mountain peaks, each higher than the one before, with no identifiable

beginning, and no evident end. Now that I think of it, the word “journey” was used many, many times by speakers, and those of us just talking in the hallways.

It was clear that top management support and involvement is critical, and that any program’s alignment with the firm’s strategic objectives was key. That strategic alignment is carried out tactically through good project definition, selection, metrics, execution, etc. culminating in tangible business results that support the firm’s goals.

Six Sigma programs seemed to fall into three generic categories that I will call 1) Lean Sigma, 2) Six Sigma, and 3) DFSS. Some outfits, especially smaller ones, are doing Lean Sigma – or they at least started that way.

Lean manufacturing is their foundation, including Value Stream mapping, Kaizen, Kanban, 5S, etc. Lean’s waste reduction focus is augmented where appropriate with Six Sigma techniques such as Cause & Effects (C&E) Analysis, Failure Modes & Effects Analysis (FMEA), Process Capability, Measurement Systems Analysis (MSA), Statistical Process Control (SPC), and Design of Experiments (DOE) / Response Surface techniques. Apparently a lot of opportunities can be identified, and a lot of beneficial change can be accomplished in this way with more limited implementation investments.

Some organizations made larger initial commitment of resources, including personnel, training, etc. These programs seemed to have more of a primary focus on Six Sigma, but often included Lean as an augmentation. We did this at W.R. Grace, starting a Six Sigma initiative in 1999, and adding Lean just last year. Introducing a new facet is a good way to help keep everyone enthusiastic and engaged. And to keep the results flowing.

Some concerns with large and/or business-critical R&D organizations either started with a DFSS focus in R&D, or added DFSS to Six Sigma in the R&D context. A DFSS focus adds such techniques as Quality Function Deployment (QFD – or the “house of quality”) and advanced statistical / experimental design.

The Voice of the Customer runs as a primary thread through Lean, Six Sigma, and DFSS, as you would expect. R&D interfaces closely with Marketing (or at least should). This came through in discussion of the Voice of the Marketplace, which I will discuss at a later date.

**Eric Whichard**                      W.R.Grace & Co.

**Recertification  
by Howard Swartz**

I wanted to inform you that the new Examining Committee Chair for next year will be **Joel Glazer**. I will accept re-certifications until 6/30/04. After that, the website will be changed to reflect a new address (or addresses).

Also, there will be a change in how long your packets will be kept. Previously, I had been keeping packets for three years. However, this is not only unnecessary, but also time consuming and space consuming. From now on, packets will be kept for one year beyond the re-certification date. So a packet for re-certification 6/30/03 will be kept until 6/30/04 and then disposed of.

Individuals re-certifying should always keep a copy of their packet for whatever time period they deem necessary.

Also, top sheets will always be shredded to avoid exposing members' personal information. I recently threw away a large number of packets and made sure that all top sheets were shredded in a cross cut shredder.

In an effort to eliminate some personal information from our files in the future, if we make copies of your top sheet and it has a credit card number, the number will be blacked out for the copy. I want to assure everyone that no personal information ever left my control during the years I was Examining Committee Chair. All top sheets were shredded as noted above when the packets were discarded.

That said, it will be difficult to leave the Baltimore Section and all of the people I have met with and interacted with over the years. You have all demonstrated the highest form of integrity and friendship. Thanks to everyone for your friendship and companionship.

Howard

Submit your re-certifications through 6/30/04 to:

Howard Swartz  
8 Timber Way Court  
Reisterstown, MD 21136

***Update Your E-Mail Address***

If you have listed your e-mail address with ASQ and have indicated a preference to receive electronic mailings from both ASQ and the Section, make sure that your current address is on file at ASQ. Be sure to

update your address whenever there are changes. You may contact ASQ at [cs@asq.org](mailto:cs@asq.org) or at 1-800-248-1946.

***Section to Visit Ironbirds***

On Wednesday, July 14, 2004, the Section will host an evening with the Aberdeen Ironbirds at Ripken Stadium in Aberdeen. The opponent for this NY-Penn League game will be the Hudson Valley Renegades, affiliate of the Tampa Bay Devil Rays. Game time will be 7:05 p.m. Price for the evening will be \$24 and includes a game ticket and dinner. If you are interested in spending a fun evening watching some of the future Baltimore Orioles play, or for further information, contact Sara Parker at [sara.parker@amedd.army.mil](mailto:sara.parker@amedd.army.mil)

***New Section Officers Announced***

With the election over, Baltimore Section has a new group of officers for the 2004-2005 Section year. These include:

- Chair: **Sara Parker**
- Vice Chair: **Geoff Withnell**
- Treasurer: **Eric Whichard**
- Secretary: **Kathy Free**
- Advisors: **Jina Robbins, Ron Savoie, Gil Cuffari**

In addition, **Mel Alexander, Terri Childs** and **Frank Vojik** will be serving the second year of their two year term as Advisors.

*Villa Maria Takes Home the Top Award in the State of Maryland for Excellence and Productivity*

In an awards ceremony held on March 15, 2004 at the Johns Hopkins Laboratory in Laurel, MD, **Senator Paul Sarbanes** and **Senator Barbara Mikulski** proudly announced Villa Maria Continuum as the 2003 recipient of the U.S. Senate Productivity Award. "The

U.S. Senate Productivity Awards are a terrific way to recognize Maryland organizations that offer visionary leadership and strategic thinking," said Senator Mikulski. "I congratulate Villa Maria Continuum for its leadership and innovation in serving its clients and the community."



(L to R) **Dean Harrison**, Villa Maria Board Member, **Senator Paul Sarbanes**, **Mark Greenberg**, Villa Maria Administrator, **Senator Barbara Mikulski**, **Jan Carson**, Director, Quality Management, and **C. Daniel Mote**, President, University of Maryland, College Park.

Villa Maria is located in the rolling green hills of Timonium, MD; Villa Maria Continuum is a provider of behavioral health and special education services. One of four agencies within Catholic Charities of the Baltimore Archdiocese Child and Family Division, this leader in the behavioral health field is also the largest private, human service provider in Maryland. In 2003, Villa Maria served 4,929 clients through a staff of 565 helped by hundreds of volunteers.

Every Year organizations all over Maryland submit applications to the U.S. Senate Productivity and Maryland Quality Awards. These awards are based on the National Malcolm Baldrige model utilizing the Criteria for Performance Excellence. These awards recognize organizations that use productivity improvement techniques that can be replicated to help improve national productivity. Over eighty organizations have applied and hundreds of

professionals have trained as examiners for the process.

All applicants are rigorously evaluated in seven criteria categories: Leadership; Strategic Planning; Customer and Market Focus; Measurement, Analysis, and Knowledge Management; Human Resource Focus; Process Management; and, Business Results. The evaluation process includes over 300 hours of review and an on-site visit by an independent examiner team to clarify issues and verify the information provided in the application.

"I congratulate Villa Maria Continuum for its leadership and innovation in serving its clients and the community. The Villa Maria Continuum is a national model of what we need to do to help families," Senator Mikulski said.

**Jan Carson**, Director of Quality Management at Villa Maria says, "Our organization had to have strength in so many areas to achieve this award. We are very proud."

The Villa Maria Continuum provides a full range of behavioral health and special education services through caring, compassionate relationships that honor the worth and dignity of each individual and family. It is part of Catholic Charities.

"The recognition received by a Senate Productivity Award winner is significant on several levels. Because the Baldrige criteria are widely accepted as the standard for excellence, the company enjoys the prestige of being a role model in its industry. Employees get the added pride of being associated with an excellent organization and being part of a winning team," said **Robert Marton**, Senior member of the U.S. Senate Productivity and Maryland Quality Awards Executive Guidance Board and Manager for Business Development for Honeywell Technology Solutions.

The **Gold** Maryland Quality Award is presented to Johnson Controls World Services Patuxent River Project, Patuxent River Naval Air Station, service sector; the **Silver** Award to Garrett Container Systems, Accident, manufacturing sector; the **Bronze** Award to Montgomery County Public Schools, Office of the Chief Operating Officer, Rockville, public sector; the **Bronze Award** to Howard Community College, Columbia, education sector; and, a **Certificate of Recognition** to Digex Advanced IT, Beltsville, service sector.

"The criteria used for the evaluation have been validated. Researchers as well as practitioners have

demonstrated that Baldrige recipients and high scoring Baldrige organizations outperform those who score lower on the criteria. The UMCQP has demonstrated that for education. The Baldrige office has demonstrated it for stock market performance. Many organizations have demonstrated it internally with respect to the profitability of their organizational units or divisions," stated **Thomas C. Tuttle**, director of the University of Maryland Center for Quality and Productivity (UMCQP).

The U.S. Senate Productivity and Maryland Quality Award program is managed by the University of Maryland Center for Quality and Productivity (UMCQP). The UMCQP provides information, training, technical assistance, and applied research to private sector, public sector, and nonprofit organizations.

### *Maryland Quality Gold Award*

On March 15, 2004 the Johnson Controls World Services, Inc.'s PAX RIVER Project was awarded the Maryland Quality Gold Award.

The Maryland Quality Award program was developed in 1997. The criteria for the award are based on the Malcolm Baldrige National Quality Award Criteria for Performance Excellence. This program is sponsored by U.S. Senators Paul S. Sarbanes and Barbara A. Mikulski, and it is administered by the University of Maryland Center for Quality and Productivity. There are three awards: Bronze, Silver and Gold.

The Johnson Controls PAX RIVER Project provides base operations support services for the NAS at Patuxent River, MD. These support services include equipment and facility maintenance, operations, repair, inspection, minor construction and alterations for facilities, structure, and utilities of the over 60 year-old Navy facility at Patuxent River. In carrying out these responsibilities, the organization maintains a customer service desk, prepares and monitors work orders, prepares cost estimates, prepares detailed job cost records for all work items, maintains a parts inventory warehouse, maintains detailed preventive maintenance schedules, and purchases materials from an approved list of over 1200 suppliers.

To ensure a high level of quality in the services it provides, the organization and its 100+ employees, individually, and as a team, seek to deliver products and services that consistently conform to customers' requirements and exceed increasing customer expectations.

The purpose of the awards program is two fold. First it recognizes and honors Maryland organizations that have significantly enhanced their performance and competitiveness through a systematic management process. Second, and perhaps more importantly, the awards process stimulates continuous improvement of all applicants through independent assessment and feedback.

The applications are reviewed and judged by a Board of Examiners. The Board of Examiners is comprised of experts from leading Maryland businesses, health care organizations, education, industry professionals and trade organizations, government agencies, not-for-profit groups; and the ranks of the retired. Examiners participate in a comprehensive evaluation process that includes training, independent assessment, consensus review and a site visits. At the completion of the review process, the examiner team prepares a comprehensive feedback report for the applicant.

The application for the award is a written response to questions prepared by the Examining Board. The criteria for the FY 2003 award application were:

- Leadership
- Strategic Planning
- Customer & Market Focus
- Measurement, Analysis, and Knowledge Management
- Human Resource Focus
- Process Management
- Business Results

The Maryland Quality Award application describes the criteria for the Gold award as follows:

*“Recipients of the Maryland Quality Gold Award have demonstrated excellence in the requirements of the award criteria. These organizations show levels of performance results that place them for their industry above average in most and well above average in some customer measures, operational measures and financial measures. Positive trends in most measures are evident. These results have been achieved through the application of an aligned and integrated management system. The approaches show evidence of systematic leadership practices, a strong customer focus, clear process for setting strategic direction, information systems that create a customer focus and permit fact-based decision making, and human resource systems that lead to employee growth and development.*

*These approaches are deployed in many areas and are evaluated and improved.”*

#### *Section Supports 49<sup>th</sup> Baltimore Science Fair*

As in past years, the Baltimore Section again provided awards to students at the Baltimore Science Fair. The Fair, sponsored by the Kiwanis and Towson University, attracts winners of school and county based science fairs from Maryland’s Baltimore Region. Two overall winners of the science fair go on to the Intel international competition. Students represent public and private, middle (Division 2) and high (Division 1) schools. The Section awards first and second place in each Division for the use of statistical methods in the science fair project. We also recognize teams of students for effectively working together to solve their chosen problem

This year, the Section fielded 6 judges to adjudicate the projects: **Kevin Gilson, Jim Elliott, Rick Townsley, Robert O’Brien** (whose wife, Ruth, is a Section member), **Monika Jain** and **Chuck Mooney**.

#### Use of Statistical Methods and Thinking:

The following students received a certificate, savings bond and Goal QPC Memory Jogger II from the Section:

#### Division 1 (High School)

First Place: **Isha Agerwal**, River Hill High School, *Finger Licking Good? The Alteration of Perceptual Processes in Response to Alternative Conditioned Stimuli in Laboratory Rats* (Analysis of Variance and other statistical techniques)

Second Place: **Kiran Harding**, River Hill High School, *Comparative Assessment of In-Vitro Growth of Perkinsus Species* (piece-wise mathematical modeling)

Honorable Mention (without savings bond): **Shaina Vinayek**, River Hill High School, *The Association Between a Mutation in a Nuclear Encoded Mitochondrial Gene and the Presence of Type 2 Diabetes* (statistical thinking to select research area of interest)

#### Division 2 (Middle School)

First Place: **Hanum Wensil-Straw**, Elkridge Landing Middle School, *Musical Eggs* (hypothesis testing, F-test)

Second Place: **Ravi Vaswani**, Burleigh Manor Middle School, *Evaluation of Factors Affecting Peak*

*Expiratory Flow Rate in Healthy Adults* (normal statistics)

Teamwork Recognition:

The following students received a certificate and a Goal QPC Team Memory Jogger from the Section:

Division 1 (High School)

**Katherine Hauser, Inderdeep Singh and Samantha Cutlip**, Kenwood High School, *Light FX*

Division 2 (Middle School)

**Laura Glenn and Patrick Cornell**, Bonnie Branch Middle School, *On Cloud 9* (pattern recognition by personality types in cloud formations)

This year, our first place awardee in the high school division, Isha Agerwal, is distinguished as also being our first place awardee in 2001 in the middle school division. Her statistics mentor is her grandfather who a retired professor of statistics.

The Section will also present a desk size copy of the GOAL QPC Memory Jogger 2 to each of the awardee's schools for use by the science fair advisor in coaching future participants in problem solving methods.

Next year is the 50<sup>th</sup> anniversary of the founding of the Baltimore Science Fair. They are promising special recognition events. If any Section member has any ideas for how we might recognize their efforts, please convey your ideas to Kevin Gilson.

In anticipation of next year's Baltimore Science Fair, if you are interested in judging for the Section, please contact Kevin Gilson (410-884-9165 or kgilson@earthlink.net). If your organization would like to provide recognition pieces, such as copies of the Memory Jogger II or similar materials used in your TQM programs, please contact Kevin.

***Baltimore Section Participates in the BWPLC***

The Baltimore-Washington Partnership for Learning and Cooperation (BWPLC) is a partnership of quality and organizational development associations in the Baltimore-National Capital-Northern Virginia Region. The purpose and mission of the BWPLC is to foster a systems approach to learning and networking in the Baltimore - Washington area by sharing our resources and knowledge to ensure collaboration to provide expanded benefits and services to the members of a variety of professional societies.

The Partnership exists to support the following ideals:

All member organization's events are shared and advertised to members of those organizations to provide choice to our members for their professional development.

Members of partnership organizations attend any organization's events for the member price.

Scheduling of meetings is coordinated to minimize meeting overlap and to encourage conducting joint events beneficial to the partnership organization's members.

Professional organizations may join the BWPLC with the approval of their governing board, the agreement of the Partnership, and the assignment of a representative to the Partnership. The following organizations are BWPLC members:

- American Society for Quality  
Baltimore Section (502)  
Washington (DC) Section (509)  
Northern Virginia Section (511)
- Institute of Management Consultants (IMC),  
Washington, D.C. Chapter
- Mid-Atlantic Facilitators Network (MAFN)
- Quality Assurance Association of Maryland (QAAM)
- University of Maryland Center for Quality and Productivity (UMCQP)
- Society for Software Quality (SSQ),  
Washington, D.C. Area Chapter
- Chesapeake Bay Organization Development Network (CBODN)

To facilitate finding meeting topics available for these associations, the BWPLC produces a monthly e-mail newsletter listing all the meetings. Titled the Upcoming [Meeting] List, free e-mail subscriptions are available to all Partnership organization's members by sending an e-mail to [Upcominglist@aol.org](mailto:Upcominglist@aol.org) and indicating the e-mail address at which you want to receive the information. Baltimore Section representatives to the BWPLC are Kevin Gilson and Kathy Free. If you have any questions, please ask either representative at any meeting.

In coming months each Partnership association will provide information regarding their purpose and mission.

## Problem-Solving Success Tip - II

By Jeanne Sawyer, Ph.D.

**Avoid “bug mentality.”** Fixing bugs fixes symptoms: like taking aspirin for a headache, it may provide relief but does nothing to prevent the next headache. It’s ok, and often necessary, to relieve the symptoms but you have to dig deeper if you’re going to prevent problems from occurring.

The reasons and benefits for getting past the symptoms to the root causes are well-known, but many companies still tend to confine their root cause analysis efforts to well-defined technical problems such as physical component failures. We need to apply the same philosophy to general business problems, especially if they are chronic.

The first difficulty in getting to root causes of business problems is in identifying that a problem is chronic in the first place. To continue the headache analogy: taking aspirin and forgetting about it is appropriate behavior for the occasional headache that most of us get. However, if the headaches are chronic, it’s time to find out why they’re happening. In the business world, we tend to treat customer trouble calls as isolated incidents—the occasional headache. We treat the symptoms, get the customer back in business, and move on to the next one. To get past the bug mentality, we need to look actively for the patterns that will tell us if a chronic problem is developing.

The second key difficulty is maintaining focus (and resource commitments) long enough to finish identifying and eliminating the root causes of a problem. When a crisis situation occurs, we correctly focus on treating the symptoms and getting things operational again. That’s when the root cause analysis effort should begin to determine why the crisis occurred and take the appropriate steps to eliminate those causes. What usually happens, though, is

everyone involved heaves a huge sigh of relief at having survived and moves on to the next crisis. To get past the bug mentality in this situation, we need to change the business model so we don’t consider a crisis over until the root causes are identified and fixed.

*Jeanne Sawyer is an author, consultant, trainer and coach who helps her clients solve expensive, chronic problems, such as those that cause operational disruptions and cause customers to take their business elsewhere. These tips are excerpted from her book, **When Stuff Happens: A Practical Guide to Solving Problems Permanently**. Find out about it, and get more free information on problem solving at her web site: <http://www.sawyerpartnership.com/>*

### Certification Exam Schedule

Examination	Application Date	Exam Date
CQT/CRE/CMI/ SSBB/HACCP/ Biomedical/ Quality Mgr.	August 20, 2004	October 16, 2004
CQE/CQA/ CSQE/CQIA/ CCT	October 1, 2004	December 4, 2004

#### 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 others by providing opportunities for development and resources for managing quality in the community.*

**Next Newsletter Due Date July 15, 2004**



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

Nonprofit  
Organization  
U.S. Postal Permit  
Cockeysville, MD 21030  
Permit No. 5419



A brief biographical sketch of the new officers has been included so that the members may know of them.

**Sara Parker** is our new Chair. She is the Chief, Strategic Initiatives Office at the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM). The Center's mission is to provide worldwide technical support for implementing preventive medicine, public health, and health promotion/wellness services into all aspects of America's Army and the Army Community. Sara's responsibilities include strategic planning, quality management systems, performance management, knowledge management, customer relations and marketing. She serves as an ISO 9000 Lead Auditor and was responsible for the implementation of ISO 9001 Quality Management System Standards at USACHPPM. Her federal career includes over 25 years of financial, manpower and program analysis experience.

Sara has served on the Malcolm Baldrige National Quality Award Board of Examiners. She has served multiple terms as a Senior Team Leader for the President's Quality Award Program; Army Communities of Excellence Award; Maryland Governor's Quality Award; and the U.S. Senate Productivity and Maryland Excellence Award programs.

For the past several years, Sara has served on the Baltimore Federal Executive Board, including Chair of the Management Improvement and Strategic Planning Committees. She has also served as Vice-President of the Chesapeake Chapter of the Association for Quality and Participation. She holds a Bachelor of Science degree from the University of Maryland University College.

Our new Vice Chair is **Geoff Withnell**

**Eric Whichard**, Treasurer, is a Project Manager / Black Belt in the Grace Davison Six Sigma organization. He is responsible for projects, and support in other respects of Davison's Six Sigma initiative. Prior to this, he was involved in many aspects of the assurance of Davison product / service quality including information management and automation, ISO-9000, TQM, process control and product acceptance. Prior to joining Grace in 1983, he was with Texas Instruments. Eric holds a B.S. from Univ. of Texas, and an MBA from Loyola College in Baltimore. He is a certified Black Belt, CQE, and CQ Manager. He has served on the Board as Employment Chair.

**Kathy Free**, our returning Secretary, has served over 23 years with the Social Security Administration, based in the Office of Systems, SSA's Information Technology component, as a management consultant, facilitator, trainer, and coach, and currently serves as Systems' Customer Service Coordinator. In addition to serving as a Section board member, Kathy held a number of offices in the Chesapeake Chapter for the Association for Quality and Participation, including several terms as president. She is a founding leader of the Baltimore-Washington-Northern VA Partnership for Learning and Cooperation, a consortium of our region's non-profit quality organizations, and currently serves as its chair.

Kathy has conducted over 60 organizational assessments as an examiner for the following Quality Programs: Malcolm Baldrige National Quality Award, U.S. Senate Productivity Awards and Maryland Quality Awards, Department of Interior's Secretary's Performance Challenge, President's Quality Award Program; and Maryland Governor's Award Program. She is currently on loan from SSA, serving as the interim program administrator for the 2003 Senate Awards Program.

Since March 1992 Kathy has compiled and issued a monthly electronic newsletter alerting regional quality professionals to upcoming quality-related meetings and events in the region, (issued on behalf of the BWPLC since March 1996). Currently over 1,200 interested readers receive this newsletter via [Upcominglist@aol.com](mailto:Upcominglist@aol.com).

Kathy is a featured speaker for professional organizations, conferences, and colleges/universities on topics including the Malcolm Baldrige National Quality Award and Senate Award Programs, the teachings of W. Edwards Deming, and facilitation techniques. The “Team Start Up” approach Kathy developed is published on a variety of facilitator and team websites (such as [www.teambuilding.com](http://www.teambuilding.com)) and has been successfully used throughout the world. In January 2002, Federal Express added the “Team Start Up” to FedEx Quality University as part of its management training curriculum.

Kathy received dual Bachelor of Science degrees from Clarkson College (now University) and a Master of Administrative Science degree in Information Technology from The Johns Hopkins University School of Continuing Studies