



Quality Connection

Official Newsletter of the Baltimore Section, ASQ

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

Member Value Leadership Summit Generates Both Heat and Light

Café Sessions Engage Member Leaders in Dialogue on the Future Shape of ASQ

*Pushing a Rock Over the Top of
the Hill*

“Why did we wait so long to have
this conversation?”

By **John Ryan**

When **Lucy Stange**, Chair of the ASQ Toronto Section, packed her bags to come to the ASQ Member Value Leadership Summit, she brought along her belief that ASQ does not offer much to the pharmaceutical industry in which she works. She came to the summit to find out ways in which ASQ can provide—and is willing to provide—something of value for members in this industry.

Alain Gaumier, Education Chair of the Tampa Section, says, “I came here hoping to see the organization challenge itself with some out-of-the-box thinking” on issues like declining membership. He’s interested to see if the organization is up to the task. And he’s wondering which will predominate—the traditional ways or change. He mentioned that when he joined ASQ many years ago his first impression was that the organization and its member units could be pretty set in their ways.

Vick Mehta looks on the summit as a good learning

opportunity. “I see it as a great way to incorporate the voice of the customer in ASQ operations,” he says. Mehta, Certification Coordinator for the Edmonton Section, works for Vetco Gray Canada, a manufacturer of oil field equipment.

Scott Rutherford, Deputy Regional Director of Region 11, came wanting to know if ASQ is really ready to change.. “We’re facing a life-or-death situation. There has to be fundamental change in the Society.” He says he’ll know very soon if that’s going to happen, and he thinks one way to judge that is by the level of excitement the summit generates. “The people in this room are at their best when they’re getting other people excited about something,” he noted.

These individuals and 175 others came to the Milwaukee event October 16-18, 2005, from all across North America with varying expectations, with a multitude of ideas on member value, and with plenty of opinions on what is right and wrong with ASQ. But they all have one thing in common: a visceral passion for quality that has driven them to assume leadership positions in ASQ. How else could anyone explain why so many of them put so much of themselves into it? They have a love for the organization that goes beyond dedication, and they’re looking for
(Continued on page 2)

Member Value Summit (continued)

ways they can make ASQ a home .for others who share their passion for quality.

The “Blueprint for Community” Member Value Leadership Summit was designed as a way to tap into those hopes and dreams through intensive cross-fertilization of ideas using a method known as café dialogues (see sidebar).

Quick Hits: A Few General Observations

From the rotating cafes and group dialogues, some transformations became apparent:

- Over the course of the two-plus days, a somewhat disjointed group began to meld into a more cohesive community. A community committed to some specific actions aimed at enhancing member value and pointed in the same general direction toward a shared vision of the future.
- The café and dialogue format for the summit resulted in a high level of energy and engagement on the part of the participants; everyone had a role and every participant made significant contributions.
- There were some eye-openers and new understandings among the various members of the ASQ family about how each relates—and fails to relate—to the others. Most obvious were the examples of lapses in communication and failure of integration among Sections, Divisions, headquarters staff, and the Board. The general reaction was, “This doesn’t have to be. We can change it, and we can change it now.”
- There were revelations about what ASQ is as an organization and what it wants to be.

- There developed a shared realization that what we are is what we collectively know. And following from that, a further realization that developing and disseminating the collective Body of Knowledge constitutes a very important key to the Society’s future. Not surprisingly, therefore, many of the specific proposals for enhancing member value fell under the umbrella of education and training.
- There was explicit affirmation that the ASQ vision is solid. It does indeed represent an appropriate statement for how ASQ views its place in the world.
- Participants made a commitment to get to know each other better and work together more effectively.
- Remaking the organization became a higher priority for participants than designing new programs or initiatives to carry the existing organization forward. A year from now, even if the ASQ organization doesn’t look a lot different, it will FEEL vastly different. (It’s not the specific activities that matter as much as the way we act.)
- The summit succeeded in raising the overall level of hopefulness about ASQ’s future among member leaders.

At the close of the summit, **Jerry Mairani** thanked and congratulated the participants for what was accomplished. “Things are going to roll out of here that we can’t stop,” he promised. “We took some risks, we’ve pushed the rock over the top of the hill, and it’s gaining momentum.”

What is Café Dialogue?

Quality cafés are modeled after European “café society” — friends, colleagues, and traveling strangers collectively engaged in lively, small group conversations about compelling issues. The café process encourages effective questions, candid dialogue, and creative thinking among groups in a safe, welcoming atmosphere. The process of having everyone engage in dialogue at several different tables while transcribing onto the tabletop the thoughts that emerge, followed by full group sharing, creates meaningful connections and a flow of knowledge and participation that enriches the collective pool of wisdom around the café theme.

Discussion vs. Dialogue

The intent of discussion is usually to convince or persuade others that each person’s point of view is the “right” one. Discussion often leads to divisiveness or even hostility in groups, as people rigidly retain and defend their point of view.

Dialogue asks people to suspend their attachment to a particular point of view so that deeper levels of listening, synthesis, and meaning can evolve within a group. The result is an entirely different atmosphere. Instead of everyone trying to figure out who is right and who is wrong, the group is involved in trying to find deeper meaning through the synergy of all points of view. Individual differences are acknowledged and respected. Dialogue informs and builds alignment without the need to pursue a specific outcome. (From “Dialogue and Organizational Transformation,” Glenna Gerard and Linda Teurfs, *Community Building: Renewing Spirit and Learning in Business*, New Leaders Press, 1995.)

Shareout & Gallery Walk

Following the café dialogue sessions at individual tables, the café hosts facilitate a full-group share-out of the key insights or “ah-hah’s” gained during the café. They record these on flipcharts or other media and facilitate the group in identifying the café’s repeating themes, connections, and patterns around the overarching café theme—in this case, enhancing member value through a “Blueprint for Community.”

In addition to writing ideas directly on the tabletops, participants may also record their thoughts on individual Post-it notes, which they then post on the walls. During the gallery walk, all participants stroll through the room taking in the full gallery of thoughts on the walls as well as on the tables. The point is for participants to look at, reflect on, and talk about the knowledge, questions, and issues that are emerging out of the café before they talk about it during the full group share.

The Enhancement of Graphic Recording

The ASQ Member Value Leadership Summit also employed a technique called graphic recording, which is the art of creating a visual record of dialogue. Graphic recording, a non-linear form of capturing information, reveals connections between thoughts, ideas, and emotions. It synthesizes key messages into a simple, memorable form. The work was performed by graphic recorder **Anthony Weeks**.

Setting the Stage

To start the summit, ASQ President **Jerry Mairani** was joined onstage by Executive Director and Chief Strategic Officer **Paul Borawski** and by **Karen Vernal**, a Milwaukee based leadership consultant and ASQ member who has experience working with ASQ members, Board and staff. They oriented participants to what was about to take place in the summit, introduced the summit facilitators and design team (see sidebar), and offered information to provide participants a base of shared understanding.

Jerry talked about the responsibility of leadership and “what we owe the world in terms of quality” by producing the next generations of quality leaders to carry on in the traditions established by the likes of Deming, Juran, Feigenbaum, and Crosby. He also introduced a theme that would be repeated by many participants during the cafes and sharing sessions as they recounted stories of their own personal quality journey— that of the accidental quality professional. Jerry, like so many others, never planned on a career in quality. “I was drafted into it,” he said. “Then I got bitten.”

The Design Team

| | |
|---------------------------|---|
| Danny Duhan | ASQ Chair |
| Jerry Mairani | ASQ President |
| Ron Atkinson | ASQ President-Elect |
| Carol Sager | ASQ Vice President |
| Connie Faylor | ASQ Treasurer |
| Clay Hodges | Chair, Section Affairs Council |
| Gary Johnson | Chair, Division Affairs Council |
| Sue Jacobs | ASQ National Director |
| Paul Borawski | Executive Director & Chief Strategic Officer |
| Laurel Nelson-Rowe | Managing Director |
| Pat Corkran | Manager, Community Care |
| Karla Riesinger | Executive Assistant |
| Beth Christensen | Assistant |
| Karen Vernal | Leadership Consultant |
| Arian Ward | Strategy and Café Dialogue Consultant |

Jerry introduced the extreme home makeover metaphor as it applies to the summit. “The deserving family that gets the makeover is ASQ. We’re going to be asking how well our existing house fits the family. Then we’ll bring in the design team—that’s you—and we’ll ask you how we can build an ideal house for ASQ. We’re constructing a blueprint; this is a start. We’re going to learn how to be a leadership community through this experience.”

Part of that learning process over the following two days would require the summit participants to become comfortable replacing the telling and debating modes of communication with the dialogue and communion modes, which are more effective in leading to change in the status quo. “Connecting our heads and our hearts will be your key to engaging in conversations that matter,” as Karen told the participants.

As part of the data sharing process, Paul gave a presentation describing ASQ’s Living Strategy approach to setting direction and the futuring exercises that form a context for the Living Strategy. The information sharing continued Monday morning with a presentation by ASQ Managing Director **Laurel Nelson-Rowe** on member research data gleaned from ASQ’s customer measurement system and other research.

From Ideas to Actions—A Sometimes Stormy Process

Participants rotated through three concurrent café sessions, to address three different questions, on Monday morning:

Café 1, moderated by Connie Faylor, ASQ Treasurer
What do we know about member participation?

Café 2, moderated by Carol Sager, ASQ Vice President

What do we know about what members expect of member units?

Café 3, moderated by Sue Jacobs, ASQ National Director

What do we know about member leaders’ satisfaction and experiences in their role in creating member value?

This exercise posed the first major test for the flexibility of the summit’s design.

There was some confusion, with a number of people commenting on lack of clarity on meaning of the questions. Furthermore, frustrations began bubbling to the surface. There seemed to be two main

sources. First, participants reported frustration with uncertainty about where the process was headed, a concern related to the comments about lack of clarity in the questions posed in the three morning café sessions. Second, many attendees brought with them comments they wanted to share as member leaders, and it was not clear where there would be an opportunity to air these comments.

These frustrations became evident at the start of the summit and were expressed in earlier dialogues and hallway discussions, but they reached a head here. Their common concerns include things like declining Section and Division membership; difficulties attracting and retaining people in leadership positions—the same few individuals are carrying the leadership load, holding multiple positions, and rotating with each other in and out of leader roles; and the small percentage of members who are active in member unit activities.

The concerns about the summit process prompted an on-course correction. As a result, additional attention was devoted to dealing with tension that clearly exists among the ASQ leadership.

Clay Hodges, Chair of ASQ’s Section Affairs Council, acknowledged the divergent opinions that came out. “We had the discussion we needed to have from these leaders. Now we can integrate these ideas into our working plans for the future. It’s our job as leaders to ensure that tension is creative, and I think we accomplished that.”

The adjustments to direction and emphasis allowed a profusion of thoughtful comments and insight to emerge through the cafes, which are summarized on the summit SharePoint site (<http://asqgroups.asq.org/summit/>).

Another course correction occurred during the Monday afternoon sessions. The Monday afternoon café was originally designed to select the best ideas generated in the morning breakout sessions and to turn them into “proposals” for new approaches to enhancing member value by adding more detail to them and then validating the proposals against the “voice of the customer” and the “voice of the implementers.” But instead of focusing further dialogue on the ideas generated in the morning breakout sessions (which many people said showed little out-of-the-box thinking), the question for discussion was restated as: What, then, are the key ideas around member value that we need to advance going forward?

The café then proceeded as planned and generated specific proposals for creating member value that they would like to see developed (see sidebar for selected examples). Several participants grouped these proposal ideas through an affinity analysis, while the other participants engaged in a group dialogue around what from the summit, so far, has given them the most hope for the future. The Monday session ended by asking everyone to vote for their top three member value enhancement proposals (after they had been affinityized).

Building Committed Community

How is it that the tensions that surfaced were not only handled constructively, but also served as a foundation for community building? Chalk it up to the happy confluence of two factors over and above the attendees' shared passion for quality and strong attachments with ASQ: 1.) deft leadership; and 2.) the café format itself, which allows and encourages differing points of view to be expressed and to shape the direction of the dialogue.

Ray Culver, representing the Kitchener Section, thanked Jerry and Paul for demonstrating leadership through their facilitation of the summit. "You turned conflict into a positive," he said. The sense of community began to gel around the list of specific proposals and even more so around commitments to move forward on an agenda of actions designed to address key member value ideas.

"Something incredible happened yesterday—forming agreement on community," stated Paul Borawski.

Paul reviewed the Society's Living Strategy cycle and business planning process so that participants could see the timing and development sequences that inputs to these processes will follow. In November, the ASQ Board of Directors will be the first to consider the "going forward" steps from the summit. Refinements to efforts already underway are possible, as is the early introduction of new ideas into the planning processes. Paul also encouraged leaders to consider what they might do immediately within their member units to enhance member value.

Gary Johnson, Division Affairs Council Chair, pledged that his group intends to follow through immediately. "Within DAC, we're starting right away at our meeting next month to apply ideas and information generated here," he said.

Gary's counterpart on the Section Affairs Council, Clay Hodges, echoed that thought. "The message has

been received loud and clear," he said. He also pledged that SAC and DAC will give top priority to existing and future efforts to interact and integrate their activities, such as the Division liaisons for the Sections.

Jerry Mairani mentioned that Treasurer **Connie Faylor** will begin working immediately on ways to integrate knowledge from the summit into the design for leadership development work for the ASQ Board of Directors, beginning in November.

There was also interest expressed by Divisions and Sections in becoming actively involved in implementing the Living Strategy. "If that happens as a result of this summit, it will be a phenomenal event in the life of the Society; it's something that has been needed for a long time," commented Paul Borawski.

Steve Prevette, Chair of the Columbia Basin Section, suggested setting up a discussion board to continue the member value dialogue and expand it to a wider audience. He agreed to moderate the board, and **Larry Smith** volunteered to champion the project for the ASQ Board.

There was overwhelming consensus that this same group needs to meet in person again. "This event is going to be the cornerstone of the Annual Business Meeting next May in Milwaukee," stated Jerry Mairani. He laid out how that would happen and also how the Board would integrate learnings and suggestions into its schedule. "Seven months from now we'll be back together assessing how well we're doing at implementing the ideas generated here," he said. He pledged also to integrate this knowledge into the various member leader training events.

Expressions of Commitment

During the final session of the summit, member leaders stepped forward to sign a pledge of commitment to work together as the ASQ leader community. They also shared some of the main learnings they're taking away from the summit.

"A lot of trust building took place," said Region 12 Director **Kam Gupta**.

Even some of the skeptics noticed the change that had taken place. **Scott Rutherford**, for one, said he's "still a bit skeptical, but hopeful" as he waits to see how actions are followed through on and implemented in the months ahead.

Bill McCullough of the Northern Nevada Section revealed that the summit has caused him to reconsider his previous inclination not to renew his membership.

“I see a process here I really like,” he said. He added, “I’m really drummed up on the idea of ‘Quality U’ training activities,” referring to one of the many value-enhancing ideas generated (see sidebar).

Marsha Becker, representing the Cape Canaveral Section, commented on the hidden community that exists but is not evident. “We ARE together, but we just didn’t realize just how well we are together as a community until now,” she said.

Shamsul Alam, Southern Connecticut Section Chair, compared the challenge of moving the Society forward with the challenge faced by every other organization that has tried to implement quality progress. “Quality can’t move forward without commitment from the top,” he said. I alone don’t have the right tools, but ASQ can help.”

“Communication strategy will be the key to building the community we desire; there’s a hunger for this,” said **Diane Byrd** of the Tennessee: Knoxville Section.

Govind Ramu of the Ottawa Valley Section pointed out that young people who are interested in quality are the hope for the future. “Let’s do a similar session for our ASQ student branches,” he stated.

Ricardo Amaral, representing the Birmingham Section, was impressed by the level of introspection he experienced at the summit. “Few organizations have the courage to stop and look at themselves in the mirror,” he said. “This is refreshing.”

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Member Value Development Proposals

Excerpts from the Gallery Postings

Training-Related Ideas

Create certification training packages

Provide the entire suite of quality courses covering the Body of Knowledge, in standardized packages taught in multiple modes by ASQ-certified instructors, to the mass market through all ASQ Sections

“Quality U” knowledge dispersal

- online, streaming video
- moderators or mentors
- cheap or free
- adds upward mobility to members

Training goals:

- low cost
- alignment and standardization
- eliminate competition between ASQ units

- cooperation---SAC,DAC Headquarters

Have Divisions (or expert Sections) develop training to be used by the Sections for continuing education and certification prep; have ASQ HQ subsidize this training

Cert/Recert-supporting technical courses, with web-based options; developed by Headquarters; deployed by Sections and free to Sections

Open source educational Web site for a low membership fee

- ASQ is an educational institution
- Break down silos between National, Sections, Division (consistency of purpose)

Enhance the education member's value by:

- increasing e-learning topics
- Division-generated, peer-reviewed, knowledge-based training applied to industry available to all ASQ members (case studies)

Pilot training program re Body of Knowledge for CQMgr, CQE, CQA

- National provides vetted training material
- National provides train-the-trainer training
- Revenue sharing between Sections and National

Address knowledge dispersal obstacles

- quality control of the mentor and moderator
- refresher or training level of material
- managing the monitoring, mentor and completion
- medium development---Web based, DVD, paper
- licensing arrangements with companies
- long-term access to materials

Other Ideas

Get quality courses into colleges and have ASQ membership as part of the course

Develop standard advertisements that Sections can use

Provide quality information to members on demand at no cost

Enhance member value by providing information in a one-stop shopping setting

- call it “The Quality Superstore” with a user-friendly Web site with up-to-the-second information

Set up a first-year member greeting process

Networking profile proposal

- individual provides brief background
- then work with a Buddy to engage conversation and introduce to other members

SharePoint site for program chairs

- increase member value by improving quality of programs
- Division contacts for program content
- Find speakers by region with click on map
- Keyword search
- Best practices on site: How to get speakers; sign up to list yourself as speaker; discussion board

Buy the Indiana Quality Council and supply electronically to Sections at cost

Give knowledge away search engine

ASQ HQ to use a full system of best practices to reduce variance; develop metrics, processes, audit & management review structure, continuous improvement cycles

Make ASQ Web site simpler and more user friendly

U. S. Senate Productivity Awards Program Finds New Home

The Maryland Technology Enterprise Institute (MTECH) is pleased to announce that the Maryland Performance Excellence Awards program has joined its department at the University of Maryland College Park, effective July 1, 2005. This is just one of many changes that the U. S. Senate Productivity Award and Maryland Quality Awards program have undergone since the Maryland Center for Quality and Productivity closed earlier in the year.

The awards program, that has been honoring quality, productivity and business achievements of Maryland organizations since 1983, is transitioning into the 21st century with a new home, new name and new staff. The program, based upon the criteria of the National Baldrige Quality Program, was renamed to Maryland Performance Excellence Awards by its Executive Guidance Board in August. **Milt Finch**, a management consultant with the Bradson Corporation, was named as Board Chairman.

MTECH is part of the Clark School of Engineering at UMCP and is comprised of several programs designed to extend the university's engineering expertise and research to Maryland's technology, manufacturing and business communities. Partnering with programs like the Maryland Technology Extension Service and the Maryland Industrial Partnership program gives the awards program an opportunity to expand in technology and manufacturing industries.

Marty (Martha) Stephens joined the awards staff as Program Manager on August 8. With a background in marketing, management and fundraising, Marty brings a new perspective to the program. She has served as Executive Director of the Maryland Agricultural Education Foundation and as Director of Events for the Home Builders Association of Maryland. **Julie Luce**, a 6 year employee of the University of Maryland joined the staff on September 1 as Program Coordinator. As Manager of the University of Maryland Chapel, Julie brings extensive experience in event coordination and administration to the awards program.

The new staff replaces **Karina Polun** and **Trin Intra** who managed the program for several years. Trin has recently relocated to northern California and Karina left the program in March to become a stay-at-home mother for her two sons.

Applications for the 2005 Maryland Performance Excellence Awards program were submitted in late August and 25 highly-trained examiners are currently reviewing the applications independently, with consensus activities and site visits planned for October through early December. Winners of the prestigious U. S. Senate Productivity Award and Maryland Quality Awards will be announced at the 2005 Award Conference and Luncheon on March 27, 2006, in the newly-constructed Riggs Alumni Center at the University of Maryland College Park.

For additional information about the awards program and the Baldrige Criteria for Business, Education and Health Care, visit the Maryland Performance Excellence Awards website at www.mpea.umd.edu. The office is at 3114 Potomac Building, University of Maryland, College Park, Maryland 20742. The phone number is 301-405-7173.

***2005 Board of Examiners
Maryland Performance Excellence Awards***

- | | |
|----------------------------|---|
| Esther M. Alessio | Montgomery College |
| Wilfrid J. Amisial | Household of Angels Assisted Living |
| Robert L. Barazotto | MTES, University of MD |
| Robin E. Belden | Eagan McAllister Associates Inc. |
| Liliane Brown | FDA, Center for Devices and Radiological Health |
| Sarah Buikema | USDA, AMS |
| Susan M. Burgess | Signal Solutions Inc. |
| Terry Collard | Chimes International |
| Tanya S. Cook | Custom Direct LLC |

ASQ - Baltimore Section 0502

- Kathryn P. Doherty** Towson University
- William G. Everly** Montgomery Co. Public Schools
- Anthony F. Ingelido** Intellidyne, LLC.
- Timothy J. Keating** College of Southern Maryland
- Jackie M. Knickman** MD Motor Vehicle Admin.
- Erin M. Marek** Howard Community College
- Kevin L. McIntyre** U. S. Treasury, Financial Management Service
- Edward H. Ragan** Tilden Middle School Baldrige Academy
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- Eric Spriggs** Federal Highway Administration
- ZeAmma Walker** Delmarva Foundation for Medical Care
- Jenine R. Woodward** Delmarva Foundation for Medical Care

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.*

From the Examining/Recertification Chair:

2005 is fast coming to a close. Many members who are eligible for recertification by June 30 2005 via journal application have until mid December to send in their journals to me. Once they miss this extension, they can get recertified by taking the exam. So, save yourselves the aggravation of exam and send in your journal. Make sure you sign at all the appropriate places, have the appropriate supporting documents, e.g., letter of employment, proof of courses and attendance at meetings and/or conferences and of course payment. It is easy to synchronize multiple certifications into one journal and save both time and money.

Mail your journal to:

Joel Glazer
2021 Jolly Rd
Baltimore MD 21209.

ISO Users Group

There exists within the Baltimore-Washington area an ISO Users group. Sponsored by the Washington Section 0509 of ASQ, the group meets the second Tuesday of each month at the Honeywell offices in Lanham. The group discusses ISO 9000 and related items such as CMMI. All are welcome to attend. Further information on the Users group may be found on the Washington Section web site www.asq509.org.

Certification Exam Schedule

| Examination | Application Date | Exam Date |
|--|------------------|----------------------|
| CQT/CRE/CMI/ SSBB/HACCP/ Biomedical/ Quality Mgr. | January 13, 2006 | March 04, 2006 |
| CQE/CQA/ CSQE/CQIA/ CCT/CQPA | April 07, 2006 | June 03, 2008 |
| CQT/CRE/CMI/ SSBB/HACCP/ Biomedical/ Quality Mgr. | August 18, 2006 | October 21, 2006 |
| CQE/CQA/ CSQE/CQIA/ CCT/CQPA | October 06, 2006 | December 02, 2006 |

Wanted

Host companies for ASQ Baltimore Section Breakfast Meetings. Contact: **Jo McLaughlin** at jmclaugh2000@aol.com or 410-465-9119 if you would be willing to sponsor a breakfast meeting of the Section.

Wanted - By the Section

A volunteer is needed to serve as the Chair for the Section management Program. SMP is a way to measure that the Section is defining and meeting goals and to provide input to ASQ. Contact **Geoff Withnell**, Section Chair, if interested.

Register Now

Members are urged to register at www.partnershipsevents.com. This will enable you to find out about all of the various quality organizations within the Baltimore - Washington region and when and where they will be meeting. Contact **Kevin Gilson** at kgilson@earthlink.net for further information.

Quality Management Classes – Spring 2006

| Course Name | CRN# | Sect. | Date | Time | Loc.* | Cost** |
|---|------|--------------|---|--|-------|--------|
| Certified Quality Engineer Exam Review Application Date: 4/7/06 Exam Date: 6/3/06 | | QCT 077 | Feb 16 – May 25 (Thursdays) plus Saturday May 20 No Class 4/13 | 6:30 pm to 9:15 pm (Thursdays) 8:00 am to 12:45 pm (1 Saturday) | CC | \$275 |
| Certified Software Quality Engineer Exam Review Application Date: 4/7/06 Exam Date: 6/3/06 | | QCT 076 B | Mar 25 to May 20 8 Saturdays No Class April 15 | 8:00 am to 12:15 pm | CC | \$275 |
| Certified Quality Auditor Exam Review Application Date: 4/7/06 Exam Date: 6/3/06 | | QCT 051 B | Feb 28 – May 22 (Mondays) plus Saturday May 20 No class April 10 or 17 | 7:15 pm to 10:00 pm (Mondays) 8:00 am to 12:45 pm (1 Saturday) | CC | \$275 |

* CC = Catonsville Campus OM = Owings Mills Center HV = Hunt Valley ** = Md. Resident

Contact Lloyd Dixon [lloyd.dixon@ngc.com] or 410-765-3153 if interested in other certification review courses.

Four Easy Ways to Register

Mail-In registration form and payment to: The Community College of Baltimore County, 800 South Rolling Road, Building V, Continuing Education Registration, Baltimore, MD 21228. Remember to include Social Security Number on check.

Walk-In registration form and payment to: The Community College of Baltimore County, 800 South Rolling Road, Building V, Continuing Education Registration, or the center near you.

Phone-In your registration by using MasterCard or VISA. Have credit card number and expiration date ready when you call 410-869-0296.

FAX your registration form with credit card or purchase order information to: 410-455-495

Course Descriptions:

Certified Quality Engineer Exam Review

This course is primarily intended as a review for the Certified Quality Engineer examination. . Those interested in taking the exam must submit an application to the American Society for Quality (ASQ). The course can be used as a general review of the quality field for others not planning to take the examination. A mock exam is conducted prior to the actual exam.

Certified Software Quality Engineer Exam Review

This course is intended to assist in preparing for taking the CSQE examination conducted by the American Society for Quality. Course material follows the Software Quality Engineer Primer. The major topics in the exam body of knowledge are covered. A mock exam is conducted prior to the actual exam.

Certified Quality Auditor Exam Review

This course is designed to prepare the quality auditor or engineer for satisfactory completion of the Certified Quality Auditor examination conducted by ASQ. Specific material and review exercises will be included in the course to provide the test with test taking skills for the CQA examination. Topics include: overview of auditing, administration of the auditing function and the audit assignment, the nature of quality auditing, audit planning and preparation and quality systems. A mock exam is conducted prior to the actual exam.

Registration Form for Continuing Education

| | | | | | | | | |
|---|------------|----------------|---|-------------------|------------------------------|-------------------------------------|----------------------|--|
| Last Name | | First Name | | MI | Home Phone | | Work Phone | |
| Home Address | | | City | State | Zip | County | | |
| PLEASE COMPLETE THE ITEMS BELOW | | | | | | | | |
| COURSE | NO. | SECTION | COURSE TITLE | BEGIN DATE | TIME | LOCATION | COST | |
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| Signature (I Certify All Information is Correct) | | | | Social Sec. No. | Date of Birth | Non-Balto. Co. Residents Add \$5.00 | | |
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| Make check or money order for FULL AMOUNT payable to: The Community College of Baltimore County. Non-Baltimore County Residents add \$5.00 per course (not applicable to senior citizens) | | | OR Charge to Credit Card ___ MasterCard OR ___ VISA | | Credit Card Number | | Expiration Date | |
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Maryland Performance Excellence Awards Board of Examiners

The Performance Excellence Awards Board of Examiners is comprised of experts from leading Maryland businesses, health care organizations, and education selected from 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 visit. At the completion of the review process, the examiner team prepares a comprehensive feedback report for the applicant.

Members of the Board of Examiners are selected based on individual merits and Program needs. The Program seeks to constitute a board of experts capable of evaluating organizations eligible for the Awards and serving as representatives for the PEA Program. Criteria used in the selection of Board members include breadth of experience; diversity of experience; leadership and external representation; and knowledge of business, specialized areas, and/or quality practices and improvement strategies.

Based upon the evaluation of the applications submitted by potential Examiners, Board members are

selected and appointed by Senators Paul S. Sarbanes and Barbara A. Mikulski upon recommendation of the Maryland Performance Excellence Awards Program.

Board members may reapply each year. Examiner applications for the following year are automatically sent to current Board members.

Benefits of Being an Examiner

Individual Benefits:

- Receive training in the [Baldrige National Quality Award](#) criteria from experienced Baldrige examiners;
- Review applications from leading edge organizations;
- Collaborate and network with an excellent group of colleagues;
- Learn directly from applicants pursuing organizational excellence during an on-site visit;
- Gain visibility and recognition as a member of the Board of Examiners; and

- Share your knowledge and expertise with your team members and with organizations seeking performance improvement.

Organizational Benefits:

- Examiners receive valuable training and experience in understanding and applying the [Baldrige National Awards](#) Criteria to a variety of organizations, including businesses, education, and health care organizations; and
- Examiners develop analytical and consensus-building skills, and a systems perspective that can be applied at their home organizations.

Time Commitment and Expenses

Potential Examiners should give careful consideration to the time commitment required to complete the Awards review cycle. **A minimum of eighty hours is required from September through December.** The actual commitment will depend on whether the Examiner participates through a site visit of the applicant's facility. Although the Program seeks to accommodate varying schedules, Examiners must be able to accommodate the Program's critical training and review periods.

All activities of the Examiners are on a volunteer basis. No reimbursement for the time spent for expenses is provided by the Program.

I'll See It When I Believe It

By Dirk Dusharme
Editor in Chief
Quality Digest

I received the following e-mail from my mother-in-law the other day. I suspect this is an old bit of spam that is recirculating.

"I cdnuolt blveiee taht I cluod aulacly uesdnatnrd waht I was rdanieg. The phaonmneal pweor of the human mind. Aoccdrnig to a rsearh taem at Cmabrigde Uinervtisy, it deosn't mttar in waht oredr the ltteers in a word aapepr, the olny iprmoatnt tihng is taht the frist and lsat ltteers be in the rghit pclae. The rset can be a taotl mses and you can sitll raed it wouthit a porbelm. Tihs is bcuseae the huamn mnid deos not raed ervey lteter by istlef, but the wrod as a wlohe. Such a cdonition is arppoirately cllaed typoglycemia."

This problem isn't really a Cambridge University study, I'm pretty sure there's no such condition called typoglycemia and the explanation left out "context." That aside, there's an important lesson in the above for anyone in the quality field.

This particular e-mail caught my eye because it beautifully illustrates the problem with inspection. As an editor, it is easy to read over a word that is absolutely, completely misspelled and not catch it. The mind sees what it wants to see. That's why multiple editors read the same pages over and over again to help mitigate this problem. Even spell check doesn't always work. How many times have we caught "quality manger"? More than once or twice, believe me.

And it isn't just editors. Inspectors of all types suffer from similar problems. Having been an electronics inspector I can speak for myself. For instance, when reading the color code on resistors, you may be looking for a 1 k Ω resistor with a 10-percent tolerance at a certain location on the circuit board—four stripes: brown, black, red, gold—which you see about a million times. Then you see brown, black, orange, gold. Even if you're wide awake it's easy to "see" red even though the stripe is clearly orange. The first two bands are correct and the last band is correct, so your mind fills in the rest.

The same problem occurs when reading any kind of instrument with a digital numeric readout. If the right numbers appear, but some of them are transposed, your mind simply rearranges them the way it wants them to appear.

Similar filtering takes place at not only the pattern-recognition level but during the raw sensory input. For instance, grab a white sheet of paper off your desk and look at it. It "looks" white, right? Unless you happen to be outside, white is not what your human optics see. If you are under fluorescent lighting, what you actually see is a green-tinged piece of paper. If under incandescent, you see an orange-tinged paper. Your mind does a kind of auto-white balance without you knowing it. The same phenomenon happens with the olfactories. Do any of you work in a smelly environment? "What smell?" you say.

That's the beauty and the pain of the human mind. The very attribute that allows us to extract information from seeming randomness or to filter out the signal from the noise is what makes it the enemy of inspectors. Part of the reason you can't inspect quality into a product is because you're constantly fighting your own brain's attempt to make things the way it thinks they should be.

Hmmm, maybe if we designed processes to make things be the way that they should be from the start ...

Reprinted from Quality Digest)

***Maryland Performance Excellence Awards
Executive Guidance Board***

The purpose of the Executive Guidance Board is to advise the Maryland Technology Enterprise Institute (MTECH) of the University of Maryland on the development, operations and improvement of the Maryland Performance Excellence Awards process as a means to accelerate organizational performance and improvement in Maryland organizations. Specifically, the Executive Guidance Board's purpose is to help MTECH ensure continuous improvement in award administration in adherence to the Baldrige principals to assure a customer-focused process and to maintain the integrity and technical soundness of the program.

Members of the Executive Guidance Board are appointed by MTECH because they are leading edge thinkers and are experienced practitioners of the concepts of integrated management systems. They are knowledgeable regarding the Baldrige process, and have demonstrated interest in MTECH's program of using the U.S. Senate Productivity and Maryland Quality Awards to improve the performance of Maryland organizations.

Duties

1. Provide policy guidance to MTECH regarding the operation and improvement of the award process.
2. Provide advice on the Examiner Recruitment, Selection and Training Process.

3. Make decisions regarding applicants who will receive site visits based on recommendations from examiner teams.
4. Recommend to MTECH award levels for applicants based on scoring and comments from examiner teams.
5. Provide advice to MTECH regarding training and developmental needs of Examiners and Team Leaders.

Members of the Executive Guidance Board are:

Dr. LaWanda Burwell - Director of Strategic Planning, Baltimore City Public Schools

Jan Carson - Director, Quality Management, Villa Maria Continuum

Milt Finch, Management Consultant, Bradson Corp.

Kathy Free - IT Specialist, Social Security

Anthony Glaude - Director, Performance Assurance / Quality Integration, Verizon Communications

Sara Parker - Chief, Strategic Initiative Office, U.S. Army Center for Health Promotion and Preventive Medicine

Dr. Sunil Sinha, Senior Medical Officer, Division of Clinical and Economic Performance Centers for Medicare and Medicaid Services

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| Next Newsletter Due Date | January 15, 2006 |
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**American Society for Quality
Baltimore Section - 0502
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Baldwin, MD 21013-9140**

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| Nonprofit Organization U.S. Postal Permit Ellicott City, MD 21043 Permit No. 436 |
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