Quality Connection

Official Newsletter of the Baltimore Section, ASQ

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Support your local Section this year. Attend monthly Section meetings, either breakfast or dinner meetings.

Ruminations from the Chair
Eric Whichard

I would like to report on two themes: your Section's achievements regarding the ASQ Section Management Process and, your Section's contributions – YOUR contributions – in the Maryland Quality Community.

Last year (July'06-Jun'07), with **Jina Eckhardt** as Chair, the Section set a number of goals including, for instance, number of breakfast and dinner meetings to be held, feedback from those meetings gathered / analyzed / acted upon, exams proctored, etc. This earned us the Section Basics award.

These goals were set as part of the ASQ Section Management Process (SMP), designed to assure planning and implementation of services that meet members' needs. SMP emphasizes: a) ***member needs / expectations***; b) ***section management*** e.g. business plan / budget; and c) ***measured performance against both.***

The Section met those goals. As a result, this year ('07-'08) we received ASQ's Total Quality Award. See the "check in a triangle" logos e.g. on the web site. And having achieved TQ, we are now eligible for the higher-level Section Excellence awards (bronze, silver, gold).

The Basics award reflects a section's ability to create a business plan and budget -- to set goals. The TQ award reflects the ability to achieve the goals set.

The SE awards are based on section member satisfaction, loyalty, and retention as determined by the Customer Measurement Survey, which I hope you participated in earlier this winter. If you, as section members feel satisfied, if the Section has earned your loyalty, and if, as a result, you are inclined to renew -- all three -- then we will receive Gold. If two of the three, Silver, and if just one, Bronze.

Combined, the awards reflect the Society's goals of increasing member satisfaction, loyalty, and retention -- and the Baltimore Section's goals to continually measure and improve your satisfaction. A similar framework could be used to promote the goals of many organizations -- like those in which we work.

As you have a right to expect, we are going for the GOLD! We want to be able to display that Gold Excellence Award logo as well. And we're planning for the same NEXT year, too!

Now to the second topic:

The Maryland Performance Excellence Awards (MPEA http://www.mpea.umd.edu/) program was created to "identify, recognize, and spotlight [Maryland] role model organizations" as it "encourages organizations to learn and improve". Through the MPEA program, both the US Senate Productivity Awards for Maryland, and the Maryland Quality Awards are offered.

The section continues to

(Continued on page 2)

Ruminations from the Chair (Continued)

support, as we have the last several years, the MPEA program, its objectives, and its results. Our donation this year is $3,000. If you scroll down toward the bottom of the page (see link above) you will see that the Baltimore Section is a GOLD level sponsor of the program -- along with Northrop Grumman and Verizon.

I find it very exciting, and feel a great sense of pride in our support of this important, effective Maryland program. I find it very gratifying to see the Section's logo up there along side those of other major organizations. In my mind, it highlights and increases the visibility of the important role played by the Baltimore Section in our local, statewide, and regional Quality Community.

For both of these reasons, I hope that you feel as much satisfaction as a result of your affiliation with the Section, as I do as a result of mine!

Some Companies Still Stand by Decades-old Six Sigma Programs

Baltimore Business Journal **- by** Rachel Sams

The Six Sigma quality-control methodology came into being in the late 1980s at Motorola Inc. as a way to improve performance, and spread to major companies all over the world in the next decade.

Today, Six Sigma is almost an industry in itself, with an abundance of certification and training programs. Offshoots and subsets such as Lean Six Sigma and Design for Six Sigma have evolved. And the methodology has spread beyond the manufacturing world, where it first gained popularity, to smaller businesses and service industries.

Though the methodology has thrived, some have begun to question its relevance in a global economy where innovation is increasingly important.

But Six Sigma's many supporters say that when the methodology is applied well, it can help organizations continuously improve their performance -- and craft innovations that have a practical application.

That's what's happened at Towson-based power tool giant Black & Decker Corp. since it adopted Six Sigma in 1997, says spokesman **Roger Young**. Early in this decade, Black & Decker used Six Sigma in an extensive restructuring, cutting jobs and moving some production overseas. The company's profit margin improved dramatically from 2001 to 2006, despite pricing pressures and commodity inflation.

"We effectively had all of those savings drop through to the bottom line," Young said, but he declined to further quantify Black & Decker's cost savings from Six Sigma.

The program centers on the acronym DMAIC: ***define an opportunity, measure performance, analyze the opportunity, improve performance and control performance***.

Six Sigma is "at the center of everything we do," said **John Pelton**, director of productivity at W.R. Grace & Co., the Columbia-based chemicals maker. "We use it to help drive our revenue growth and to drive productivity." About 50 of Grace's more than 6,500 employees focus full-time on productivity. Grace officials also declined to quantify cost savings from Six Sigma.

Nationwide, Fortune 500 companies have racked up more than $427 billion in cost savings by using Six Sigma, according to estimates by trade publication iSixSigma Magazine.

But Six Sigma can be a significant investment. Professionals learning Six Sigma move through levels including "green belt," "black belt" and "master black belt." Costs for the training vary, but Green Belt training averages $3,000 per person and Black Belt training averages $10,000 per person, according to the American Society for Quality, a national association of professionals focused on performance and quality.

As more people learn Six Sigma and training has become more widely available, the cost of the training has fallen, which has prompted more small- and medium-sized businesses to explore it, said **Ron Atkinson**, chairman of the board of ASQ. Many organizations offer Six Sigma training, and ASQ developed a certification program in hopes of creating a standard for the industry.

Some Six Sigma companies, including Black & Decker and W.R. Grace, are now practicing "Lean Six Sigma," a fusion of Six Sigma with the lean manufacturing tenets developed at Toyota. Lean Six Sigma is geared toward weeding out waste and inefficiency in processes -- for example, unnecessary product tweaking to add features that the customer really doesn't care about. Another variant is Design for Six Sigma, which incorporates the methodology into the design of new products.

Many Six Sigma practitioners are quick to rebut the idea that the methodology stunts innovation. "The purpose is to provide some rigor to a process," said Grace's Pelton. "When we get to the 'improvement' stage [of DMAIC], that's where we allow creativity to really get going."

ASQ's Atkinson agrees, saying Six Sigma helps keep innovation efforts focused on the customer's needs. As innovation became a buzzword in the 1990s, "many companies were putting a pile of money into innovation without any structure," he said. "What came out the far end was something the company couldn't use."

Experts say problems with Six Sigma most commonly arise when companies aren't fully committed to it. For Six Sigma to produce results at a company, managers starting from the top down must be willing to put in the work needed, experts advise. Before Pelton joined Grace, he was a consultant who helped other companies implement Six Sigma, and he said he was called in on cases where companies had gotten lukewarm results from the methodology because they put it in place in a haphazard way across their o*rganizations.*

Reprinted, with permission, from the Baltimore Business Journal. This story originally appeared in the Dec. 28, 2007 issue of the BBJ.

Newly Certified Members

The following members successfully passed an ASQ certification examination in either October 2007 or December 2007. We congratulate each of them on their success.

Certified Six Sigma Black Belt

Gary Blakely	Eagan, McAllister, Associates
Claire D'Antonio	

Manager of Quality / Organizational Excellence

Janet Graab-Miller	McCormick & Co.
Ian Sklar	TIC Gums, Inc.
Ranee Rosenberger	McCormick & Co.
Patricia Priddy	Smartronix

Certified Quality Auditor

Jennifer Stone	Baxter
Joan Johnson	Baxter
Alix Rucinski	Baxter
Victoria Seith	Baxter
Brandon Landerkin	Becton Dickinson
Brian Soderholm	

Certified Quality Engineer

Anselm Tshibangu	SUNY - Alfred State

Certified Quality Improvement Associate

Janet Graab-Miller	McCormick & Co.
Cynthia Landefeld	MD Medical Research
Joyce Snyder	Becton Dickinson
Adam Lynch	National Gypsum

Certified Quality Process Analyst

Soimita Persa	McCormick & Co.

Certified Six Sigma Green Belt

Dayna Dority
Melissa Britton

Certified Software Quality Engineer

Wendy Wallick	AAI Corp.
Terri Lyon	AAI Corp.
Craig Lapreziosa	AAI Corp.
Glen Schulze	AAI Corp.

Comments on the Certification Process

Gary Blakely, Certified Six Sigma Black Belt - Preparation was a nightly event, spending an hour to two each night in preparation, using my laptop and the internet, my ASQ materials and texts to strengthen my knowledge base. The exam was an intense 4 hours (which seemed to fly by) of head scratching, thinking and calculating. The only downside to the whole experience was there were no test locations near my home so I had to drive up the night before. Needless to say, I was very happy with the results. It has added credibility to my formal Lean Six Sigma education and on-the-job training in Lean Six Sigma with the United States Navy and the Naval Air Systems Command.

Ian Sklar, Manager of Quality / Organizational Excellence - I'm currently completing a Master's degree in Quality Management from California State University and found studying for both my coursework and this certification simultaneously somewhat challenging. That said, many of the concepts crossover as you would expect and one reinforces the other. The exam itself was representative of the course material and I believe different from other certifications in the requirement of *application* of knowledge, especially in the essay portion. I have recommended ASQ certifications for all of my team and feel that involvement in a professional organization and continual learning are vital to a quality professional's success and, ultimately, to the company's success.

Anselm Tshibangu, CQE - The exam was at an acceptable and appropriate level of challenge and difficulty. Just a little tricky though. Although the exam itself was fair and acceptable, I believe that the time allocated to complete the exam is just enough and it would be fair if this time could be revised by allocating more or less an extra additional hour to minimize the level of frustration of candidates. I responded (answered) to all the questions but I have to admit that I was almost rushing in the last hour of the exam. I would have been more comfortable if I would have had an additional half an hour to an hour. It took me four to five weeks to prepare for the exam with an average reading time of 90 minutes per day. I have used 6 different textbooks, namely: a.) ***Juran's Quality Planning & Analysis for Enterprise Quality,*** 5th Edition; b) ***Quality Control,*** 7th Edition; c) ***Practical Reliability Engineering***, 3rd Edition; d) ***Introduction to Statistical Process Control***, 4th Edition; e) ***Quality Improvement Through Planned Experiments***; 2nd Edition; f) ***Reliability for Technology, Engineering, and Management***. I used the body of knowledge as guidance to identify which material to read and I took the sample exam (75 questions) 2 days before the exam only and scored pretty high, which gave me some level of confidence.

Patricia "Trish" Priddy, Manager of Quality / Organizational Excellence - I prepared for the exam by purchasing the CMQ/OE material offered through ASQ. Considering it was advertised as a CBT that would take approximately 40 hours to complete, I waited until about 6 weeks from the exam date to order and was a bit surprised when I realized I would be getting 7 “books” to study. The material was obviously adequate for preparing for the exam, but I’d recommend starting a little earlier. The exam was very much what I expected. The preparatory questions were very much inline with the actual exam and based on the material I had speculated what the 3 essay questions would be and I was right on target. There was a portion of the multiple choice questions that had not been addressed in the prep material, perhaps 10 of the 150 questions. Passing the exam was very exciting and an achievement of which I am very proud.

The following comments are from the AAI team of new certified Software Quality Engineers. All of the CSQEs studied test preparation material from the Quality Council of Indiana (QCI). In addition, Terri Lyon took the ASQ course Software Quality Engineering.

Craig Lapreziosa, CSQE - It was a challenging four-hour test. The facility was a comfortable classroom and there was plenty of room for everyone to work. The proctors explained the procedures well and let everyone know where all of the building facilities were. The only improvement I can suggest is to provide the student with complete results of the exam

Glen Schulze, **CSQE -** The study material via the Preparation Book from The Quality Council of Indiana was very helpful. The quizzes in that book proved to be good reinforcement of the information. The quizzes provided by ASQ in their Sample Exams were also excellent since the style of question was more in line with how questions were posed on the actual exam. It is a positive experience to receive the results of the exam quickly. It would be beneficial for the participants (who have passed the exam) to know what questions they missed and to have the correct answer provided along with an explanation of why the correct answer is "correct". This would reinforce continued learning. TIP: For those who are just starting to prepare to study and to prepare for the exam: be certain to set aside adequate time for study and preparation and do as many quizzes as possible, often.

Wendy Wallick, CSQE - I would like to receive the results of the exam, to know & understand the questions I missed.

Terri Lyon, CSQE - The SQE course offered by ASQ was of tremendous value to me in preparation of the Certified Software Quality Exam. The instructor, **Theresa Hunt**, was extremely knowledgeable in her presentation and worked with the class on how to prepare for and take the exam. I had a practice book published by The Quality Council of Indiana that I used in studying for the exam. I would have preferred a similar resource prepared by ASQ. I found the few ASQ sample exams located on the web site to be more beneficial and accurate than those of QCI. The exam, on whole, was easier than I thought it would be; I felt confident afterward. I was pleased to be notified so quickly that I had passed, but would really love to know the answers to the questions I got wrong.

Ranee Rosenberger, Manager of Quality / Organizational Excellence - I took the class in June, and then studied all summer until the test time. I took the practice exams quite a few times and would get different questions wrong each time. I felt good about the questions I got consistently right, , but there were quite a few questions that, depending on your background and experiences, could go a few ways. I was never the best scholar, so I was intimidated by an exam that had 2 wrong answers and you had to pick the best of the possible remaining answers, so essentially, which is the best correct answer and again perspective can influence direction here. I excel better in application rather than theory. Therefore, the written essays were where I felt most confident and I was able to explain my approach. I was very glad when the preparation was over and that I was successful in this process since I was not sure going into the exam that I would be. After passing the exam, I felt, Wow! I must actually know what I am doing. It made me feel better as a Manager that I do, in fact, understand and apply the theories

New Senior Members

Leadership and professional achievement do not go unnoticed by ASQ. Advancement to Senior Membership signifies demonstrated and enduring commitment to quality by those who serve as steadfast advocates for the Society. The following members of the Section have achieved Senior status in September through December 2007:

Michelle B. Bandy
Richard O. Forchheimer
Kenneth J. Ingle
Judy L. Izzard
Jerome F. Klamerus
Sharon E. Miller
Evelyn V. Richardson
Elizabeth Tucker
Andrew P. Zuber

Congratulations to these members on achieving this milestone.

Six Sigma Lessons from Deming

By Anthony D. Burns, Ph. D.

Perhaps the most easily recognized difference between Six Sigma and Deming’s teachings is Six Sigma’s belt system. Black Belts are given

responsibility for assigning improvement projects. Deming suggested that quality "was everyone's responsibility," and at the same time, most companies had quality experts in the form of quality engineers. A quality engineer had several years training compared to Six Sigma's highest level of belt, the Black Belt, with typically four weeks of training. With this meager level of training, massive responsibility for achieving hundreds of thousands of dollars cost savings is assigned to the Black Belts.

Six Sigma's system of belts—Black, Green, Yellow, and more recently, White Belts—has been criticized because it builds elitism. Deming stressed the importance of "breaking down barriers." He stressed the importance of people working together as a team rather than being directed by an artificial hierarchy of poorly trained people holding belts. All team members should be encouraged to educate themselves. The operator who spends all day every day at a work station has the greatest knowledge of the machine and the greatest potential contribution to make to quality improvement and cost savings.

Deming placed great importance on pride of workmanship in achieving good quality. He pointed out how management and workers had become a commodity to be bought or disposed of. How can employees take pride in their work when the numbers are more important than quality? Deming stressed the importance of learning the psychology of individuals and groups. Six Sigma has returned quality thinking to the old days before Deming. As Mikel Harry states, "In short, numbers-oriented thinking applies to people as much as it applies to processes and products." Treating people as numbers rather than individuals is indeed short sighted. It may or may not give short-term gains but a lack of caring for people and treating employees as commodities will lead to a company's downfall.

Deming stated that everyone should work toward improving quality. He stressed the importance of individuals to a company's success. This may seem like common sense, but Six Sigma focuses on an elite band of people holding belts and disregards what Mikel Harry refers to as "the masses." Such an approach alienates the workers. It is contradictory to modern thinking about incorporating an emotionally intelligent approach to management. Every employee is important to a company's success and every employee should be appropriately trained and supported. As Daniel Goleman, the world's leader in the study of emotional intelligence, states: "To the degree your organizational climate nourishes these competencies, your organization will be more effective and productive. You will maximize your group's intelligence, the synergistic interaction of every person's best talents."

A defining characteristic of Six Sigma has been its wealth of superlatives and exaggerations, such as "breakthrough strategy" and "transformation." The basis of this "breakthrough" is described by Mikel Harry: "In contrast with TQM [total quality management], Six Sigma operates on a very simple principle. Whatever you do to improve quality should simultaneously and immediately improve the business in a visibly quantifiable and verifiable way." This is decidedly deceptive. Deming states, "Productivity increases as quality improves." He clearly described how business success was based on quality. This has been demonstrated by the rapid rise of Deming-orientated companies such as Toyota. "Everyday I think about what he meant to us," says Shoichiro Toyoda, Ph.D., founder and chairman of Toyota Motor Corp. "Deming is the core of our management."

Motorola's Malcolm Baldrige Quality Award in 1988 is often cited as an example of Six Sigma's success, but in reality it was eight years of TQM programs that led to this award. Incidentally, TQM is often used synonymously with Deming, although Deming didn't use the term in his teachings.

Six Sigma's superlatives and wild claims themselves are in marked contrast to Deming's "eliminate slogans and exhortations." Strangely, Mikel Harry claims that slogans such as "zero defects" are "devoid of meaning," and at the same time claims that "3.4 dpmo" is not. In reality, neither Phil Crosby's "zero defects" nor Six Sigma's 3.4 defects has any real meaning, because defect levels depend on where specification limits are chosen. Deming stressed "Focus on outcome (management by numbers, zero defects, meet specifications) must be abolished…."

Numbers-orientated thinking is central to Six Sigma, and a major difference with Deming's teachings. Six Sigma preaches management by objectives with a target of 3.4 dpmo. This is a retrograde step to a management style of the 1950s, first outlined by Peter Drucker. Deming gives dozens of examples of how this simplistic style of management doesn't work. "A numerical goal leads to distortion and faking, especially when the system is not capable of meeting the goal." A person must have numbers to show and churns out the required numbers by whatever means is most convenient. Pride of workmanship and quality disappear. Perhaps it's more difficult for simplistic managers to understand that if the system is corrected, good numbers will flow automatically. However, only by understanding this basic principle, can there be an outcome of real quality and business success.

A shortcoming of Six Sigma has been its focus on defects without consideration of waste reduction. This has led to the growth of lean or lean Sigma. Again, we should turn to Deming. While it's widely known that Deming stressed the importance of reduction of variation, he states quite clearly that the reason productivity increases as quality improves is that there

is less waste. This means less waste of man-hours and machine hours, leading to the manufacture of improved products and services.

Deming's 8th point in his 14 Management Points is "Drive out fear." By contrast, Six Sigma promotes an environment of fear. Modern thinkers such as Goleman describe fear as a negative emotion and a long-term demotivator, despite possible short-term gains. Fear is the easiest of motivations to instill, yet the least effective, resulting in inner anger and resentment. The most effective form of motivation is causal, where people are motivated to work for a cause or something they believe in. This can only happen when all employees are respected, trained, and working toward a common goal. This can only happen by driving out fear, by allowing employees to feel secure, to ask questions, to increase their knowledge, to feel respected.

Six Sigma and Deming describe the importance of leadership. Six Sigma's approach is to establish a hierarchy of belts, with management by objectives, fear, and numbers. Deming pointed out how management is responsible for "the system," which is responsible for 90 percent of problems—"Don't blame the individual, fix the system for them." Deming described an ongoing cycle of continual improvement whereby this can be achieved, rather than Six Sigma's single cycle.

Most Six Sigma programs include hypothesis testing. In stark contrast, Deming uses this as an example of "poor teaching of statistical methods." He stated that hypothesis testing has no application in analytical problems in science and industry. The reason for this difference is that Six Sigma fails to differentiate between what Deming called enumerative studies and analytic studies. The aim of an enumerative study is a description of a fixed frame of material. The material is sampled randomly and assumed to fit some particular distribution. Hypothesis testing is a valid technique in enumerative studies, such as surveys or psychological tests. It's perhaps no coincidence that the latter field is where Six Sigma's prominent proponent, Mikel Harry, has his tertiary education.

An analytical study aims to improve the process that creates the material, usually while material is being produced continuously. Shewhart pointed out that the form of the distribution of data will always be unknown, and random sampling doesn't have the same meaning as in an enumerative study. Without a probability model, hypothesis tests become meaningless. For example, consider that historical data for two processes, A and B, are compared and A appears better than B at a 90 percent confidence level. However, at a 95 percent confidence level, there's no apparent difference. This is confusing, and it gives no indication whatsoever as to future behavior of the processes.

Enumerative studies and hypothesis tests dispose of the data's time element. The results are purely historical and make no prediction as to future behavior. Shewhart's control charts are quite different in that they provide an inference to the future. The future behavior of an in-control process is predictable, while an out of control process is not.

Six Sigma's lack of differentiation between analytical and enumerative studies has led to a false belief that control charts are based on the normal probability model. Common statements taught in Six Sigma classes such as "99.7 percent of points lie within control limits" are quite false. Deming described how this "derails effective study and use of control charts." While having validity in statistics, Shewhart control charts are based on economics. Control limits are intended to give signals as to when it's most economic to investigate special causes.

Six Sigma has introduced other dubious statistical practices such as overlaying normal distributions on histograms of process data, something that Deming would have scoffed at. Wheeler has shown that such attempts at distribution fitting are meaningless. He has shown that 3,200 data points are needed to fit a distribution out to only +/–3 sigma and the distribution is likely to change with time anyway. Even worse, attempts at distribution fitting distract users from the real purpose of process data histograms: as a tool to gain a better understanding of the process.

The "Seven Tools of Quality" are widely associated with TQM. The group of seven tools are attributed to Kaoru Ishikawa, "The seven QC Tools, if used skillfully, will enable 95 percent of workplace problems to be solved." The seven grew to 14 with the seven "new" tools and has continued to creep to up to the 40 or so seen in Six Sigma programs today. Deming mainly used the key tools: cause and effect analysis, Pareto, flow charts, histograms, run charts, and control charts. More tools don't imply better quality. Given the widespread misuse of statistics, it's surely better to learn to use the primary tools correctly.

In summary, Six Sigma programs have a great deal to learn from Deming. While Six Sigma may be "80 percent TQM," the remaining 20 percent needs a great deal of improvement in terms of statistics and management. As long as companies are managed on the basis of a poor understanding of the analysis of data and a poor approach to working with people, Six Sigma companies will continue to fail.

Reprinted, with permission. This article first appeared in the March 5, 2008, edition of "Inside Six Sigma," an electronic publication from Quality Digest magazine (www.qualitydigest.com). Anthony D. Burns, Ph.D., has a bachelor of engineering and a doctorate in

chemical engineering from the University of New South Wales in Sydney, Australia. He has 30 years of experience and his company, MicroMultimedia Pty. Ltd., is responsible for the development of the e-learning quality product Q-Skills and its support tools.

Statistics and Procrastination

By Mark Berron

OK, I promised Jim I would write a section on Statistics a while back, but was not very diligent in doing it. There has to be some stats on people who procrastinate and wait until the last minute getting things done. I think that would bear out how PRODUCTIVE we are!

Let's think about that. Those who wait until the last minute have to rush thus doing a lot in little time. Why, if you continuously do that, you can't help but be productive. Of course, there are downsides. The quality of your product probably won't be that good and you will continually be on-edge. Probably some lack of sleep.

But other than the bad quality, sometimes procrastination does pay off. Here are some samples:

Don't rush into a decision. The Japanese are famous for procrastination, and rarely rush into deciding. But once they do, and everyone is on board, they rarely back out.

Some problems go away with time. Bad weather, people letting out steam.

Some problems are best ignored . Sometimes the adage, "That's none of my business" is pertinent.

So what does this have to do with Statistics? Nothing really, except to say that sometimes things are not what they seem, and Statistics helps you find out the truth. Statistics is simply using sampling to determine what the population is like. Don't tell that to Barak Obama though. Virtually every poll predicted he would win in the New Hampshire primary quite handily, with those just before voting started, showing a 37% to 30% advantage, give or take 3% (that's our error). But in the end, Hillary Clinton won the popular vote by 112,000 to 104,000, or more than 7% greater than Obama.

So what happened to the polls? Could be a variety of reasons such as the type of poll (exit, phone), the demographics of those polled (hopefully likely voters, but may be voter wanna-be's), or any other reason. So polls are only as good as the data that goes in, which goes for any type of statistics.

In future newsletters, I'll go through basic statistical analysis, starting from confidence intervals, prediction intervals, etc, and going further in complexity as time goes on. If you have a specific question about Statistics or want a specific topic covered, let me know.

Mark Berron is the Director of Quality Management and ISO at ARINC, Inc. He is a CQE, CSQE, ISO and AS9100 Lead Auditor, and Six Sigma BB. He is currently finishing a Graduate Certificate in Applied Statistics at Penn State. He also lectures for COLA, the certifying lab authority in the United States, on Process Improvement.

Baltimore's Quality People

Would you like to be known as one of Baltimore's Quality people? A new feature to be included in the Newsletter will spotlight of one of our members each issue. All you need to do is describe yourself including such items as your present quality position, education, employment, certification, and ASQ activity, either at the Section or Division level. Email your information to je.cooper@ngc.com.

This issue's Baltimore Quality Person is **Lauren Fagan.**

As we like to say, there aren't many people that grow up dreaming of being in the fleet business, but I like to think that's because most people never give thought to the fact that such an industry exists! PHH Arval is North America's second largest provider of commercial fleet management services. I joined PHH in 2002 with Green Belt certification from my previous employer, as well as a Bachelor of Liberal Arts degree from The Johns Hopkins University and a Master of Business Administration from Mercer University. Currently, I am a Senior Consultant and Master Black Belt with PHH's Operational Excellence Consulting Group. In 2004, I obtained Six Sigma Black Belt certification through ASQ, and in 2007, I obtained Master Black Belt certification through Sixsigma.us. My role at PHH has two major components.

First, I am on the team that provides training, coaching and support for PHH's Six Sigma-based Rally to Results^{SM} program. Currently, we have trained over 200 employees across North America in using the principles of Six Sigma to improve service delivery and to delight our customers. Second, I manage large-scale Six Sigma process improvements and other projects. I have grown both personally and professionally through my role with PHH as well as my involvement with ASQ.

I joined ASQ in early 2003, and with a desire to become more involved, I attended my first board meeting in May 2003. It was during this meeting that I was offered the role of Publicity Chair for the following program year. And the rest, as they say, is history. I continue to fill this role on the board today. I have found this experience to be rewarding both in terms of networking with high-caliber quality professionals as well as for staying informed on current quality-related events in the local area.

Certification Exam Schedule

There are two cycles for the ASQ Certification exams - a March / October Cycle and a June /December Cycle. The schedule shown reflects the dates through the March 2009 series of exams.

March / October Exams	***June / December Exams***
Quality Inspector	Software Quality Engineer
Quality Technician	Quality Auditor
Reliability Engineer	Quality Engineer
Manager of Quality Organizational Excellence	Quality Improvement Associate
HAACP Auditor	Calibration Technician
Biomedical Auditor	Quality Process Analyst
Six Sigma Black Belt	Six Sigma Green Belt

	Application Date	***Exam Date***
June, 2008	April 04, 2008	June 07, 2008
October, 2008	August 15, 2008	October 18, 2008
December, 2008	October 03, 2008	Dec. 06, 2008
March, 2009	January 09, 2009	March 07, 2009
June, 2009	April 10, 2009	June 06, 2009
October, 2009	August 14, 2009	October 17, 2009

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.***

From the Education Chair

It's time to plan the courses that will be offered in the Fall. If you are interested in any certification course, please email education@asqbaltimore.org with your name and course(s) that you are interested in. We are going to make an effort to offer as many courses as possible or make other arrangements to assist you in obtaining your certification.

If you are interested in teaching any certification, please email education@asqbaltimore.org with your name and course(s) that you are interested in teaching.

If you have any additional questions, please email education@asqbaltimore.org.

From the Examining/Recertification Chair

It's the time of the year to look at your certification to see when it is due for recertification. If your certification expired in December of 2007, you have until the end of June to renew your certification. For those certifications that expire in July of 2008, you have until the end of the year. If your certification expires in December of this year, it's time to start think about your paperwork. Please do not wait until the end of your grace period to do your recertification paperwork. For recertification instructions, consult www.asqbaltimore.org website under Recertification.

To save postage, a process is in place to submit your initial paperwork by email. If you have access to a scanner, please scan and email to recert@asqbaltimore.org. Otherwise, please consult the www.asqbaltimore.org website for the address to send your application.

Next Newsletter Due Date May 15, 2008

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