

SCOPE

The Official Newsletter of the ASQ Orange Empire Section

May 2006



Section Chairs Column

State of the Section

As I wind down my second year as Chair, I thought I would share my thoughts on the state of the Section. Overall we have a very strong section and one we can all be proud of. In June 2004 we had 1,309 paid members. Today we have 1,256 paid and 106 unpaid members, for a total of 1366. Depending on how many members renew by June, we will be at our 2004 level plus or minus up to 4%. With all

the concerns about declining membership Headquarters has expressed over the past several years, I am pleased to see us remain this steady. Of course, it would be really nice to see our membership increase. Yes, this is a hint to our unpaid members.

As you all know, Education on Quality is ASQ's *raison d'être*. Our monthly clinics and dinner meetings are the Section's main method of providing that education. Very few Sections provide our caliber of meeting, with two clinics, a three course sit-down dinner, and a dinner speaker. I actually don't know how long we've been doing this and neither does anyone else I've asked, but it's been a very long time. Think about the level of effort this takes. Our Programs Committee has been getting three people to donate their time ten months a year, year in and year out, for as long as most of us can remember. It is certainly an accomplishment we should all be very proud of.

Our education commitments extend beyond the monthly meetings to Seminars and Refresher courses. Both are doing very well. This year we exceeded our own goal for the number of Seminars we taught. We will fall a little under our goal for the total number of members attending refresher courses, but not by much. The best news is that members who take our refresher courses consistently exceed the national average score on their exams. Clearly our Education Committee is providing high Quality classes and to me that is the greatest compliment to their efforts.

Financially we are a very strong Section. Our treasury grows slightly each year and for a not for profit organization that is a good thing. Our Section

has large expenses. The Scope alone costs us more to print each year than that entire operating budget of the average ASQ Section. Each monthly meeting costs the section approximately \$450 more than it brings in. This year we bought two new digital projectors to interface with speaker's laptops. We are able to do these things only because our Programs and Education Committees continue to provide educational events that appeal to our membership and keep the Section in the black.

We do have areas for improvement. The website is good, but could be better. As I said last month, the Scope needs more articles. We have added columns for "LC/National news" and "Coming Section Attractions". We have commitments from members to write additional columns. I am optimistic the next few months will see more articles in the Scope. This is your opportunity to help out. Write just one article a year and the Scope will have an enormous wealth of information to publish.

We have an excellent program coming up at our May Dinner Meeting. Look inside for details on this and the Seminars and refresher courses coming up over the next few month. Finally, the Summer Social is coming up in July – An Angels Game with a FREE Cap. Look for more information on this in the next Scope. See you at the Crown Plaza May 9th!

Gary Smith
Section Chairman



mark this down...

Tuesday, May 2nd
E-Board Meeting

Tuesday, May 9th
Monthly Dinner Meeting See Pg 6

Featured Articles

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Radical Thinking
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ASQ
AMERICAN SOCIETY FOR QUALITY™



SECTION BASICS 2002-03



"INFORMATION YOU CAN USE"

EDITOR:

Daniel Shibley

PUBLISHER:

Peabody Services Int.
(Orange, California)

A Publication of Orange Empire Section, ASQ

Gary Smith, Chair

Orange Empire Section Mission Statement

Our mission is to function as the premier ASQ Section in serving its members and community. We will provide a strong leadership to promote Quality in all areas, by supporting ASQ goals, by offering communication and education in Quality methods, and by providing career development, Quality resources and personal growth through professional and social interaction.

AMERICAN SOCIETY FOR QUALITY ORANGE EMPIRE SECTION 0701

**Congratulations Duane Lundgren ,
your survey was randomly selected
from those that were turned in
at the March dinner meeting.**



**We look forward to seeing you
at an upcoming meeting.**



WELCOME NEW MEMBERS

- | | | |
|-------------------------------|--------------------------|-----------------------|
| Mr David J. Bye | Mark A. Langenfeld | Ms Jean T. Savage |
| Ms Debra A. Cabrera | Ms Lenore A. Leverett | Mrs Jennifer E. Smith |
| Mr Don Cerney | Ms Mari A. Maxfield | Mr Gary L. Stephens |
| Mr Jay David Dodge | Mr Daniel Murray | Mr Peng Sun |
| Mr Stanley Vi Duong | Mr Stephen P. Olivier | Mr Trung A. Thai |
| Mr Kelly E. Foley | Mr Dwight N. Peterson | Mr A. C. Tingley |
| Ms Karen A. Grams | Mrs Mary E. Preciado | Mrs Cyndi Valenzuela |
| Mr Richard J. Hitchcock | Ms Josefa A. Rivera | Mr Loren R. Wagner |
| Dr Narasimharao Kanamarlapudi | Mr Gene L. Rodriguez Jr. | |
| Ms Erica Kline | Mr Jason R. Sanchez | |

Please contact the Leadership Team and tell us how we may better serve you

YOUR E-MAIL PREFERENCE

Would you like to receive e-mail notifications of upcoming events?

We currently send, on average, 3 e-mails per month announcing upcoming events such as monthly dinner meetings, quarterly breakfast meetings, seminars, refresher courses, etc. If you are not currently receiving these notices it could be that your e-mail preference for Section news is set to "NO" or your e-mail address in the database is incorrect. To receive these announcements you need to update your e-mail address and / or Section e-mail preference through ASQ Headquarters. There are three ways to do this:

- 1) You can do this yourself on-line at www.asq.org. Simply log-in, click on the "MY ACCOUNT" link, and click on "Change Work/Home Addresses; E-mail". Scroll down to the E-mail Preference Section and update as appropriate. Be sure that the block next to "SECTION" has a check mark in it. OR
- 2) You can call Headquarters at (800) 248-1946 and request the necessary changes. OR
- 3) You can e-mail Headquarters at: help@asq.org

THE Scope AD RATES ARE AS FOLLOWS:

Ad Size:	Inch Size:	One Issue:	6 Issues:	12 Issues:
2-Sided Insert	8.5" x 11"	\$300	\$1,650	\$3,000
Full Page	8.5" x 11"	\$200	\$1,100	\$2,000
1/2 Page	7.5" x 4.912"	\$110	\$605	\$1,100
1/4 Page	3.667" x 4.912"	\$70	\$385	\$700
Business Card (1/8 Page)	3.667" x 2.36"	\$35	\$195	\$350

Payment is due prior to incorporation of your SCOPE advertising. Checks should be made out to "ASQ Orange Empire Section" and mailed to ASQ, P.O. Box 14183, Irvine, CA 92623-4183 with ad copy and instructions for placement and frequency. Advertising will be included at the discretion of your Editor and Executive Board. POC Gary Smith, 760.731.3568 or 951.677.9229

COPY DEADLINE

The deadline for inclusion of your copy in the SCOPE is the 1st of the month preceding the issue month. If the copy arrives later, it may not be included.

Scope Editor: Daniel Shibley
(714)-898-2666

E-Mail - daniel.shibley@bazz-houston.com

DID YOU KNOW THAT EVERY TIME WE RECEIVE RETURNED CHECKS IT COSTS THE SECTION \$4.00? THIS IS ADDING UP TO A SUBSTANTIAL AMOUNT. PLEASE HELP US TO ELIMINATE THIS NEEDLESS LOSS OF YOUR SECTION'S RESOURCES.

QUALITY in the trenches

A real time look at the Quality Professional in today's ever changing world with the events that define and shape the Quality arena.

So what does a customer look like?

"Lets all think like a customer"

*– Donald Klien
"It's not magic"*

Today, our customer base takes a plethora of different shapes, sizes and formats. Customers and the way they communicate, process information and direct policy changes almost as fast as the weather.

So who are our customers and how do they think? Well, maybe we need to be our own customer? Meaning that would we buy our products at our prices?

Well would we?

I remember when I lived in the Silicone valley, I went to the then Ford assembly plant and was amazed at all of the Toyotas, Nissans and BMWs (Hey it was Silicone Valley circa 1980s) and the thought hit me, if they all drove the Fords they assembled they would keep this factory going forever! Well the fact was, they were out of business in the 1990's.

Would you buy your own product? Would you think you would receive the proper customer care, technical service and Quality? At the best price? So now what do we do? Think like a customer!

Look for ways to insure proper service. Remember the old adage, treat others how you expect to be treated? Well, do we? There are so many questions; the least of these should be those regarding double standards and un-true realizations of Quality and service.

What makes us untrue to who we are? Well some think that it is because we "Leave work at Work" others think we are robotically created to do so. While others think we have lost our passion. Remember the phrase that Tom Hanks stated in Apollo 13? "Just think, we are trying to get this back to earth, with the vehicle and parts that were rewarded to the lowest bidder". Who were the customers? I would say the Astronauts, wouldn't you?

The bottom line is, in our quality fields, we need to act, talk

and react as if we were our own customer. Create a QMS that is customer based. US!

So the next time you are in your shipping department, pick up your product and ask "Would I buy this for me"?

See what I mean?

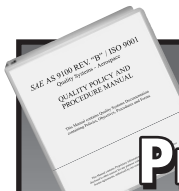
Quality in the trenches - A real time look at the Quality Professional in today's ever changing world with the events that define and shape the Quality arena.

Now we are the survivors. Impact our profession. Leave a legacy of success. Win the war in the trenches stay focused on Quality.

Daniel Shibley
Quality Manager

The Bazz Houston Company

Daniel Shibley has been in the Quality field since 1976 and currently is the Quality Manager at the Bazz Houston Company. Questions and comments regarding this article may be e-mailed to: daniel.shibley@bazz-houston.com



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9006

We have secured hundreds of thousands of dollars from the State of California for our clients, to train their workforce in new processes, new techniques, and to move to a new culture.



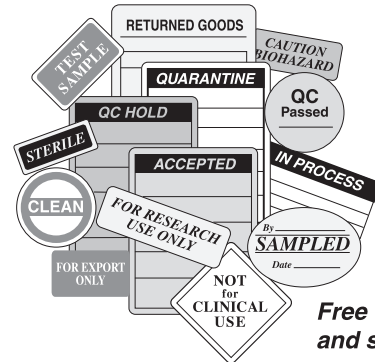
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LC/NATIONAL NEWS

ASQ World Quality Conference is 1 – 3 May in Milwaukee.

Over 100 Quality topics are on the agenda.

Contact ASQ of visit www.asq.org for more information.

Application deadline is 7 April for the following 3 June Certification exams: CQA, CQE, CQIA, CSQE, CCT, CQPA, CSSGB.

ASQ has FREE on-line learning courses. Each is 0.1 CEU per hour of class. Two new classes are “Basic Skills in Auditing” and “Continual Improvement – What it is and Why”. Contact ASQ Customer Care for more information (800.248.1946)

The 60th Anniversary of ASQ is coming up in October. Visit <http://www.asq.org/60/>, a micro site highlighting events throughout ASQ’s history along with news of upcoming events to celebrate that history. Section 0701 is planning its own celebration for October. Stay in touch for more information. To volunteer to help out, contact Dave Nagy.

ASQ is hosting a Sarbanes-Oxley Conference “Integrated Management Systems in Support of SOX Compliance in Washington, D.C. August 22 – 23. For more information contact ASQ.

ASQ is hosting a Healthcare Discussion for Congress on April 26. This is part of ASQ’s on-going program of educating Congress on member concerns. (This is not open to the public.)

Quality Website Resources

ASQ – National Website

www.asq.org

ASQ – Orange Empire Section

www.asqorangeempire.org

ASQ – Members Only (Password required)

www.asqnet.org

ASQ – Conferences

www.asq.org/ed/conferences/index.html

ANSI – American National Standards Institute

www.ansi.org

DISA – Defense Information Systems Agency

www.itsi.disa.mil/

ISO – International Organization for Standardization

www.iso.ch

NIST – National Institute for Standards and Technology

www.nist.gov

SAE – Society of Automotive Engineers

www.sae.org

Quality Digest – Periodical

www.qualitydigest.com

Quality Magazine – Periodical

www.qualitymag.com

If you have a favorite quality website to share, e-mail the link to jen.piccotti@sheaproperities.com

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March 14-16, 2006 / Ontario, CA

Food Safety

Foundation ISO22000 ñ Food Safety Management

May 12, 2006 / Phoenix, AZ

Occupational Health & Safety

Legal Aspects of Incident Investigation

March 30-31, 2006 / Phoenix, AZ

Modern Safety Management

May 16-19, 2006 / Ontario, CA

Incident Investigation

March 27-29, 2006 / Ontario, CA

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SPEAKER: Don McNamara
"Why Your Personal Effectiveness is Critical to Job Effectiveness"

DATE: Tuesday, May 9th, 2006

PLACE: Crowne Plaza Hotel
17941 Von Karman
Irvine, CA
(949) 863-1999

TIME: 5:15 p.m. Registration
5:45 p.m. Clinics
6:45 p.m. Dinner
7:30 p.m. Dinner Speaker

MENU: Garden Green Salad
Chicken Burrito with
Sweet Corn Relish
Black Beans, Sour Cream
& Guacamole
Grilled Seasonal Vegetables
Sweet Corn Bread
Iced Tea, Lemonade,
Coffee, Tea, Decaf
Flan

COST: \$30.00 for Section 0701
Members with called-in
reservation
\$35.00 for Section 0701
Members at the door
\$40 for non-Section 0701
Members with called-in
reservation
\$45 for non-Section 0701
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Clinics are free to members,
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Clinics are \$10.00 to all
others including parking.
Payment by cash, check, or
credit card. Parking validated
only with dinner purchase

RSVP: (714) 550-4764 by 4 p.m.,
Friday, May 5th.
Leave message on Voice Mail;
there will be no call back to
confirm.

IMPORTANT PLEASE TAKE NOTICE!

Dinner reservations will be taken up to 4:00 p.m.
the FRIDAY BEFORE the meeting. Any reservation
made after that will be treated as one purchased at the
door (\$35 for members and \$45 for non-members).

PAYMENT BY CASH, CHECK and
CREDIT CARD (MC/VISA).

Call the reservation number for details.

NOTES: Members will be billed for reservations which
are not cancelled by 8:00 p.m. Monday. It is YOUR
responsibility to cancel with us, since Orange
Empire is billed for guarantee based on reservations.
You need not be a member to attend Section events.

MONTHLY DINNER MEETING



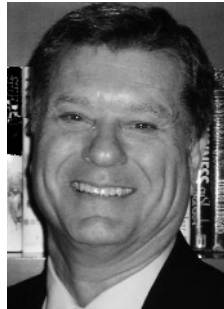
**American Society for Quality
The Orange Empire Section #0701**

PRESENTS



"Why Your Personal Effectiveness is Critical to Job Effectiveness"

Presented by Don McNamara



Overview: Have you ever wondered why some people seem to be effective at getting their ideas accepted by others? Have you ever wondered how they do it, or even how their personal effectiveness helps them in their professional lives? Don McNamara will be our May 9th speaker and the topic is "Why Your Personal Effectiveness is Critical to Job Effectiveness."

Don has spent over 35 years observing people in personal and professional settings and his observations will not only provide you information, they will provide insight into how you can improve your personal effectiveness too. It will take the mystery out of how you do it, and why you want to do it.

- How the World Sees Us – Spoken and Unspoken Messaging
- Defining the Communication Continuum
- Building Quality Long-Lasting Relationships
- Internal Politics and The Secret Handshake
- Personal Leadership and the Proactive Person

Attendees Takeaway:

- Personal Effectiveness and Improving Performance Requires:
- Education
- Embracing Change
- Empowering Yourself
- Enlightenment

Biography: Don is a Certified Sales Management Consultant. He also is a trainer, coach and expert witness on sales and sales management. Don compiled over 30 years experience from the field level to executive sales management. In his career he has been an individual contributor, corporate sales training manager, regional manager, national sales manager and vice president of sales. During this span he recruited, hired, trained and supervised over 1,200 sales persons and their managers.

He publishes an ezine on Personal Effectiveness that speaks to how each of us can be effective communicators and leaders regardless of our profession. His new book Visionary Sales Leadership is specifically written for senior executives and will be available on Amazon and other national booksellers on March 30th.

Clinic #1 Speaker:

ASQ SECTION 701 SOUTHERN CALIFORNIA ISO USERS GROUP

"RoHS Test Methods" by Bruce Peterson, Accolade Engineering Solutions, Inc.

Overview: RoHS (Reduction of Hazardous Substances) will take affect in July of this year. The legislation prohibits specific concentrations of Lead, Mercury, Cadmium, Chromium 6 and two Brominated Flame retardants in a class of PBB's (Polybrominated Biphenyls) and PBDE's (Polybrominated Diphenyl Ethers) from import into the EU. As the momentum of this initiative is quickly spreading to other regions of the world, manufacturers should expect to see new RoHS type legislation being introduced over the next several years. Many manufacturers are confused about compliance with the legislation in terms of classes of products covered by the legislation, how much testing should be performed and the various test methods.

In this clinic, the participant will learn about the classes of products covered by the RoHS legislation, the exemptions and the various analytical testing methods. A supplier audit testing flowchart will be presented as well as a test method flowchart. The test methods will be compared in terms of accuracy, time and cost.

After attending this clinic, you will take-away:

- An understanding of the RoHS legislation
- A familiarity of the various compliance test methods
- The knowledge to select the most cost and time effective compliance test protocols
- A set of guidelines to help minimize risk of accidentally shipping a non-compliant product

Biography: Bruce is the founder of Accolade Engineering Solutions. AES is a testing lab which specializes in reliability testing, analytical testing, thermal mechanical testing, failure analysis, flying probe testing and RoHS compliance testing. Prior to founding AES, Bruce held technical management positions at ADC Telecom, PairGain Technologies and AST Research. Bruce has over 26 years of product test experience, a BS in Electrical Engineering and certificates in Visual Basic Programming and Medical Product Development.

Clinic #2 “ Light Yourself on Fire – Building a Successful Initiative That Will Grow Without You” by Eric Ruckle, Dale Carnegie Training



Overview: So you’re rolling out a new initiative...What tactics can you employ to gain and sustain buy-in from the people above and below you? How can you create the kind of unity that will improve performance? What systems can you set in place to keep the train on track without having to push it yourself?

By attending this clinic you will gain Tactical Tips to help you:

- Launch Initiative
- Manage Effort
- Sustain Momentum
- Work Through Teams

Biography: Eric Ruckle is a senior associate of Dale Carnegie Training in Los Angeles. He specializes in building relationships in the aerospace industry bridging gaps between all types of employees including management, technical, union and support staff.

He enjoys assisting employees develop skills that will accelerate their careers. His current role is to help decision makers in The Boeing Company and Northrop Grumman implement programs that guide their teams to performance that is more effective.

Eric’s expertise in working with people was applied to create and implement an aerospace-tailored Lean manufacturing program that increased employee participation so significantly that the program has now been accredited and rolled out nationally.

Eric is a trusted advisor on performance issues and participates as a member of his customers’ team meetings, internal executive committees, and management groups. This has resulted in team process improvements like a software development improvement project that saved the organization more than \$1.1 million annually.

An energetic, fun presenter, Eric leads sessions for associations of Credit Unions, Lean Manufacturing symposiums, organizational leadership conferences, Los Alamos National Laboratory and the National Management Association, among others.

Eric is a past-President of a local American Society for Training & Development (ASTD) chapter and has participated in national ASTD leadership conferences.

He graduated from the University of Redlands and completed studies at King’s College in London.

In his spare time, Eric is a newly optimistic L.A. Clippers fan who still enjoys watching and playing basketball. He is married to his high-school sweetheart (Elissa) and the proud father of a 7-year-old son (Jordan) and a 3-year-old daughter (Haley). They have recently welcomed two puppies into their family and are beginning the joyous housebreaking process.

Congratulations to all those who have passed recent certification examinations!

Biomedical Auditor

Howard W. Childers
Marlene A. Johnson
Leonard Chang
Maria V. Aylward
Philip Robledo
Tara Y. Horvath

Mechanical Inspector

Terry Keith West

Quality Technician

Patricia R. Baxter
Ken A. Foersch
Mylan T. Duong

Six Sigma Black Belt

Vinay Goyal
Nellie A. Inducil
Bonny Chou
Phillip J. Knowles
Christa L. Dagher

Manager of Quality/Organizational Excellence

Victor M. Ortiz
Shauna Kathleen Pearce
Darren M. Young
Maria E. Zeballos
Robert K. Kennedy

COMING SOON
TO THE SCOPE:

ASK THE

ISO DOCTOR

Have a question on ISO?
Ask the "ISO Doctor", a new
column coming soon to the Scope.

Send your questions to
sidney.vianna@dnv.com

Questions will be answered on:
ISO 9000, 9001, 9004, 13485, 14001,
17025, 19011, 20000, 22000, 27001
ISO T/S 16949
AS9100, 9110, 9120 & 9003
TL-9000



COMING SECTION ATTRactions

June Dinner Meeting:

Speaker: Roger Olson,
*"Pretend Lean vs. Real
Lean Manufacturing –
How to tell the
difference."*

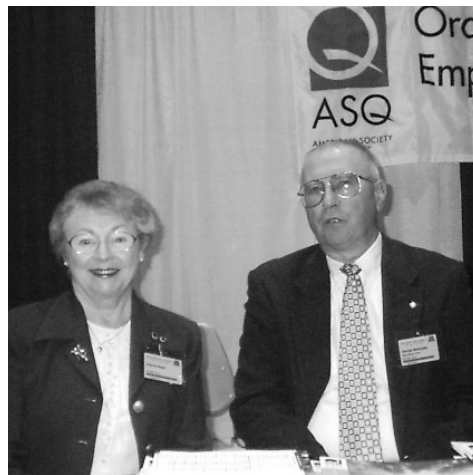
Seminars:

In response to the monthly surveys we
have scheduled the following seminars:

July 22st - CAPA by Jack Dhuwalia
More details in a future issue –
save the date

August - Intermediate Statistics
by Linda Howe Garriz
More details in a future issue –
save the date

**September 22nd - Software
Validation** by Dan Oliver
More details in a future issue –
save the date



MEASUREMENT SCIENCE CONFERENCE 2006

Once again our section was
represented at the Measurement Science
Conference, held at the Disneyland
Hotel, March 2nd and 3rd. This annual
conference, sponsored by ASQ and the
Measurement Science Division, has
attendees from as far as Washington DC
and Canada. It consists of a week of
workshops and tracks and we were there
for the two days of exhibits.

Many more people are interested in
the certification qualifications offered by
ASQ. Thank you to those helping me at
the booth, you will see from the photos
that they are Gene Underwood, George
Matthews and husband Tom Weed.
John Schulz of the Inland Empire plays a
very active role at this conference.

Valerie Williamson Weed

Job Postings to support both:

1. Hiring managers and their representatives

2. Candidates for quality positions are now posted and maintained in real time on the section website at: www.asqorangeempire.org under "CAREER." Check this site often for the latest and hottest quality positions in Southern California and for links to the many job boards on the web. While you are visiting, be sure to check the section calendar and other information for upcoming seminars, refresher courses, and both quarterly breakfast and monthly dinner workshops/dinner programs.



If you have a position for a quality professional and would like to reach your target audience, please send a position description and contact information as you would like to see it posted to Margaret Benavides, Career Management Chair at careers@asqorangeempire.org.

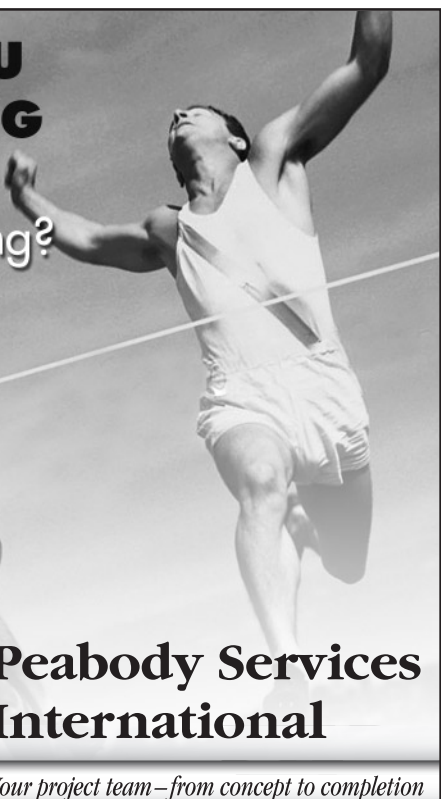
If you are a professional in transition and have been an ASQ member for two years or more, the national ASQ will cover your membership dues in whole or in part. Keep yourself active, learning, and participating in ASQ!

Thanks for your efforts to make our section a premier operation in support of our mutual purpose "to provide education to members on quality initiatives by enhancing individual, group, and community awareness of both current and future demands for quality professionals and their unique skills." If you are interested in joining the Career Management Committee, please contact the chair at careers@asqorangeempire.org.

Please note that ASQ Orange Empire does not screen candidates nor do we screen the posted positions on this website. This is the responsibility of each individual that utilizes this feature. Suggestions, comments, questions, or issues may be addressed to the Career Management Chair or to any member of the executive board.

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- Effective meetings/presentations
- Motivating



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Become a ASQ Booster



ASQ Orange Empire Section continues to reach out and get our name out there in the community. As a Booster, you are not only providing growth opportunities for your colleagues, you are becoming a valuable source of information of what our local Quality Professionals want and need.

The following is all you need to know: ►.....



Thank you to the following ASQ Boosters:

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1. Act as a company's primary contact between the ASQ Orange Empire Section and your company.
2. Promote and distribute information regarding Section events, training activities, seminars, educational programs and refresher programs to your company's Quality Personnel and Senior Management.
3. Earn 1 Recertification Unit per year for participating as a Booster.
4. Receive Section data from early receipt of the Scope Newsletter; alert your Peers of upcoming learning and networking opportunities.
5. Reach out to other professional organizations within your company and promote ASQ as the leader of the Quality Profession with educational benefits available.
6. Attend an annual meeting for Booster activities to keep up with new activities and offer feedback on your professional needs.
7. Support the Orange Empire Section membership chair and committee personnel in retaining members and helping the Section membership grow.

Please contact Pat Brinker:

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to learn more about how you can be a link between the ASQ Orange Empire Section and your company or organization.

RADICAL THINKING

FIX THE CAUSES!

by **Akhilesh Gulati**

For all the years we have been talking about productivity improvement and customer satisfaction, it is amazing how many organizations still rely upon budgeting and financial results, and fail to understand the concept of process measures.

One of our clients was having difficulties with its customers. The client wanted to improve customer satisfaction and their service delivery process. We started by interviewing our client's customers and employees, and discovered that the customers were generally pleased with the quality of the product and often the service they received. Costs were generally the area of discontent, coupled with "projects take too long". We also gleaned that employees were dedicated to the organization and took pride in their work. They believed that they provided lower costs than external suppliers (they were a dedicated, self-supported internal supplier, with no-profit motive). However, neither side was able to provide data that supported either of these arguments. Were they too expensive or were they the least expensive? Being a dedicated internal supplier, there had been no comparison to outside suppliers in terms of costs or schedules. The only measures I was able to find were financial reports showing budgets vs.

actual costs, expected vs. actual completion dates, dates and dollar amount of change orders. It was as though they were all clinging to the rear-view mirror and trying to drive forward by watching the yellow center line in the highway behind them – then blaming someone when accidents occurred. That does not work. It never has. It never will.

There were just too many variables in the business to budget with any accuracy: changing scopes, technology and raw material prices, not to mention personalities in different geographic areas. I was unable to get any process measures or input measures. In fact, there was even a lack of understanding of these concepts.

I used baking and selling of cakes as an analogy to explain the concept. At the end of the day, we could measure how much the cakes sold for, or whether the cake itself was tasty and soft. We could compare that against expectations. However, unless we measure the amount and quality of ingredients used, the process of mixing, the oven temperature, application of heat from above, side or below, etc. we will not be able to control the outcome consistently. We get desired results only by managing the process. Managing the process is to control the process. To control the process is to be able to forecast a result from a cause. If we do not get expected results, we review the process data for noise and signals. We then determine and fix the causes that provoked the signals. That is how we improve the process to get consistent results.

Quite often, we try to stem the noise (the distractions, the normal variation) and wonder why we run around like decapitated chickens, and do not see any improvements.

We need data on which to base our findings before we can make improvements. While financial data is important in running a business, that end data often comes too late to control an outcome. Did the machine stop by itself? Why? Did the operator stop the machine? Why? Are there too many scope changes? Why? Are there too many design changes? Why? Is it concentrated in one geographic area? Why? Are customers dissatisfied? Why?

Want improvement? Apply the logic. Collect the data. Focus on measures and trends. Ask "Why" for all significant anomalies. Fix the causes.

Akhilesh Gulati



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WHY BECOME CERTIFIED? In today's world, where quality competition is a fact of life and the need for a workforce proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. Certification is an investment in your career and in the future of your employer.



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2006/7 Exam Dates <i>If you miss a date, you will have to wait 6 months to take the next exam!!!</i> CALL 1-800-248-1946 FOR A CERTIFICATION BROCHURE OR REGISTER ON-LINE AT http://www.asq.org	Six Sigma Black Belt (SSBB)	July 2006	
	Manager of Quality/Organization Excellence	August 2006	March 4, 2006
	Certified Mechanical Inspector (CMI)	August 2006	October 21, 2006
	Certified Quality Technician (CQT)	August 2006	March 3, 2007
	CQA-Biomedical (CQA-Biomedical)	August 2006	October 20, 2007
	Certified Reliability Engineer (CRE)	August 2006	
HACCP Auditor (CHA)	None at this time		January 27, 2006
Certified Quality Engineer (CQE)	March 2006		August 18, 2006
Certified Quality Auditor (CQA)	April 2006		January 12, 2007
Certified Six Sigma Green Belt (SSGB)	September 2006	June 3, 2006	August 17, 2007
Certified Software Quality Engineer	April 2006	December 2, 2006	
Certified Quality Improvement Associate	None at this time	June 2, 2007	April 6, 2007
Certified Calibration Technician (CCT)	None at this time	December 1, 2007	October 5, 2007

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NEWSLETTER PRODUCED BY Peabody Services Int. • (949) 375-0470 • FAX (714) 282-7002 • EMAIL: steve@peabodysi.com

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