



SCOPE

The Official Newsletter of the ASQ Orange Empire Section

May 2007

Featured Articles



Section Chairs Column

ASQ Letter from Chair

It is not necessary to change. Survival is not mandatory. ~W. Edwards Deming

Change can be difficult, we all know that. In January we were forced to leave the Crowne Plaza, where we had been meeting for 16 years. The Crowne Plaza has changed their business model and substantially increased our costs. With that we moved to the Ayres Hotel. This place met our criteria for cost but we just weren't happy with the environment based upon your response to the surveys. So in the spirit of "continuous improvement" we are changing locations again. This time we will meet at the Doubletree Hotel located at 201 East MacArthur Blvd. in Santa Ana. David Vu (our new Arrangements Chair, taking Dale Becker's place) conducted a thorough search for a new place and the Doubletree Hotel won. The programs will be held in their ball-room with high ceilings as compared to the low ceilings at Ayres. We have committed to meet there for May and June. We hope that Doubletree Hotel wants to have us as a long term partner so we don't have to find another facility. However, we must learn to be flexible – hotels these days will not commit to a long-term contract and we have a guarantee for only 3-months out. So please check our web site for exact location of future meetings.

Another change we have to consider is an increase in the dinner meeting price. It is not something we want to do but to be fiscally responsible, we really have to think about it. At this point, we will wait and see if we like the Doubletree; then we will have real numbers to work with. With the cost increase at Doubletree, we probably cannot continue to subsidize at the same level as before (at Doubletree, actual costs average about \$45 per person when all costs are factored in). Besides the cost of dinner, there are several other expenses such as the rental of microphones and screens, speaker dinners, and extra rooms for clinics. To keep this in perspective, we have raised the dinner meeting price only once in eight years. The cost of living is finally starting to catch up with us.

If you ever feel that the price is just too high, please do not let that stop you from coming. Members can still attend clinics free of charge and you can even return for the dinner speaker after dinner has been served and cleared. You will always have this option to gain RU's for certification requirements.

We hope you will continue to join us despite the changes. Your Leadership Committee works hard to bring you top-notch speakers for dinners and clinics in a pleasant and comfortable environment for us to learn and network with other quality professionals. We chose to continue to run two clinics, have a time for networking and continue with the evening program including a sit-down dinner rather than to reduce program to save money. We look forward to your feedback, good or bad, as well as seeing you at future gatherings!

Melanie Cummings,
0701 Section Chair

mark this down...

Tuesday, May 1st
E-Board Meeting

Tuesday, May 8th
Monthly Dinner Meeting

Radical Thinking
"Everybody,
Everywhere,
Everyday!"

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Monthly Dinner
Meeting

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Quality in the Trenches
"Overcoming Quality
Bias and Obstacles"

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Quality in the IT World

"The WHO in Training"

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ASQ

AMERICAN SOCIETY
FOR QUALITY™





"INFORMATION YOU CAN USE"

EDITOR:

Daniel Shibley

PUBLISHER:

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(Orange, California)

A Publication of
Orange Empire
Section, ASQ
Melanie Cummings, 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 Carlos Penilla,
your survey was randomly selected from those
that were turned in at the April dinner meeting.



You have won a FREE DINNER.
We look forward to seeing you at
an upcoming meeting.



WELCOME NEW MEMBERS

- | | | |
|--------------------------|----------------------------|-------------------------------|
| Mr Vernon Atwood | Ms Chook Y. Foong | Mr Dale R. Morin |
| Mr Larry O. Beaver | Ms Susan D. Goldstein-Falk | Ms Maryken Plaia |
| Mr Nicolaas C. Besseling | Mrs Elizabeth Gonzales | Ms Cynthia A. K. Song-Mayedra |
| Mr James D. Brown | Mrs Aracelis C. Jimenez | Mr Donald Tate |
| Mr John T. DeKleine | Liranzo | Mr Cor Van Overeem |
| Ms Nevine A. Erian | Mr Donnie Laqueo | |
| Mr Kenneth F. Fernie | Ms Gina P. Lindmeier | |

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 Melanie Cummings, 714-334-3773 or 949-595-4300 Ext. 20

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
(626) 330-3425

E-Mail - dshibley@adamscampbell.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.

RADICAL THINKING

Everybody, Everywhere, Everyday!

“Everybody, Everywhere, Everyday” reminds me of the story of the four people in an organization where taking responsibility is rather tedious; the four people being Everybody, Somebody, Nobody and Anybody. There was an important job to be done and Everybody was asked to do it. Everybody was sure Somebody would do it. Anybody could have done it but Nobody did. Somebody got angry about that because it was Everybody’s job. Everybody thought Anybody could do it but Nobody realized that Everybody would not do it. It ended up that Everybody blamed Somebody when actually Nobody asked Anybody.

Sound familiar? Unfortunately this often happens when trying to transition to a culture of continuous improvement in many organizations. Per Dr. Imai, guru of Lean Thinking, in a culture of continuous improvement, Everyday Everywhere Everybody is expected to think of and actively pursue continuous improvements. It does not mean working on a sporadic project (usually right after specific training) and then resting on your laurels. It means actively looking for and implementing improvements, however small, everyday. The reality, however, is what has been the demise of most continuous improvement initiatives (e.g., Quality Circles, TQM, Reengineering) in the past. They are usually deployed incorrectly, expected to deliver ‘silver bullet’ results, or are not maintained long enough to ingrain in the culture. Once the attention (e.g., clapping, rah-rah recognition) diminished or after a project or two fell by the wayside, people forgot about the tools they had learned and the ‘fad’ passed.

Management, in the past, has provided training to a number of employees in different functions in their organizations, but expected most of the benefits from the shop floor or office level. Instead, *Everybody* should include ALL personnel, especially support and management. Progressive organizations institute programs to include everybody (including temp workers) and create a culture that encourages everybody to think & implement improvements on an ongoing basis.

Improvement opportunities are present *Everywhere*, not only on the shop floor or in the office, but also in inventory, order processing, payroll, R&D, engineering, etc. They are also relevant in interactions with suppliers and customers. While operations that are ‘touch labor’ oriented might offer the most immediate visibility, a lot of the waste occurs due to non-direct customer related processes. Processes defined decades ago, that drive the flow of product or paperwork, may today lead to excessive handoffs, redundancies and delays. *Improvement opportunities are available Everywhere.*

As part of a cultural revolution, improvement should become part of *Everyday* work, not just as part of an initiative or special project. This empowerment gives employees a keen sense of observation, creates an active mindset and improves their skills. This ultimately reduces defects and helps improve the bottom line. It leaves a legacy that adds to customer satisfaction and product quality.

The challenge is to follow through on training programs and maintain the momentum to provide motivation to seek out and implement improvements. One successful approach is to appoint Continuous Improvement Coordinators. These people are evangelists - who are enthusiastic about the process, have lots of energy and want recognition for being able to facilitate results. Being a highly visible rotational role is motivating to the Coordinator and helps them keep the momentum from fading away. Creating a Wall of Fame depicting their legacy with a photograph of each Coordinator and one key achievement accomplished during their tenure will go a long way, and much further than cash award recognition ever could. It will help organizations develop future leaders and provide opportunities for employees to gain new skills and flourish in a special culture where Everywhere, Everyday, Everybody will be thinking improvement. *Everybody, Everywhere, Everyday can be a reality!*

Akhilesh Gulati



Past Chair and Senior Member of the American Society for Quality, San Gabriel Valley Section. Principal with PIVOT Management Consultants, specializing in implementing Change Strategies, Lean Manufacturing and ISO 9000 quality systems. Provides training for Tools & Techniques for Lean Enterprise and Six Sigma Black Belts.

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SPEAKER: Dr. Phil Rosenkrantz
"Transformation"

DATE: Tuesday, May 8th, 2007

NEW DINNER MEETING LOCATION

PLACE: Doubletree Hotel
201 East MacArthur Blvd.
Santa Ana, CA 92707
1-714-825-3333

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

MENU: Beef Stroganoff, Slices of Beef
in a Mushroom Cream Sauce
served over Egg Noodles
Served with Fresh Vegetables
All entrées listed below to include
the following unless otherwise noted:
Tossed Green Salad with Ranch
& Italian Dressings, Chefs
Selection of Fresh Vegetables
Warm Dinner Rolls & Butter,
Chefs Selection of Dessert,
Coffee/Decaf/Iced Tea

COST: **\$35.00** for Section 0701
Members with called-in
reservation

\$40.00 for Section 0701
Members at the door

\$45.00 for non-Section
0701 Members with
called-in reservation

\$50.00 for non-Section
0701 Members at the door

Clinics are free to members,
parking available at \$4.00.
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 4th.
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 (\$40
for members and \$50 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

"Transformation"

Presented by Dr. Phil Rosenkrantz



Overview: The ability of an organization to effectively implement continuous improvement or quality management systems requires the transformation from a transactional culture to a transformational culture. Understanding the subtle differences between these two cultures is essential to leading the transformation. The focus of the presentation will be to model the differences in

these two cultures and show how this model aligns well with many current leadership philosophies and actually ties them together. This understanding is very useful for those involved in leading the change process.

As a participant, you will...

- Understand the contrasts between work-centric and systems-thinking cultures
- Understand the six levels transformation and how they can be useful to leaders and change agents
- Realize that how we think about certain things is very important to the transformation

Biography: Dr. Phil Rosenkrantz is Professor of Industrial & Manufacturing Engineering at California State Polytechnic University, Pomona where he has been teaching and consulting for 25 years. Department Chair, 1990-1997. He was also founding Coordinator of the MSQA Program at CSU Dominguez Hills from 1986-1989. Engineering Supervisor for General Motors prior to entering academia. Educational background includes Doctor of Education in Organizational Leadership from Pepperdine University; MS in Statistics from UC Riverside; MS in Industrial Administration from Purdue University; and Bachelor of Mechanical Engineering from Kettering University (formerly GMI). P.E. (California). 2005 Recipient of the Simon Collier Award.

ASQ SECTION 701 SOUTHERN CALIFORNIA ISO USERS GROUP

Clinic #1 Speaker:

"Update on the upcoming changes to ISO 9001 and 9004"

by Sidney Vianna, Director of Aviation, Space & Defense Certification Services and Western District Manager for DNV Certification, one of the leading Certification Bodies in the World.



Overview: As we approach the 2009 release of the upcoming changes to the ISO 9001 and 9004 Standards, most users of the documents want to know what the changes will be. Sidney Vianna will provide a high level overview of the changes being discussed for both documents. While the ISO 9001:2009 amendment should bring very little changes compared to the 2000 document, the ISO 9004:2009 should bring a significant departure from the previous version.

As a participant in this clinic, you will:

- Learn the changes being discussed for the ISO 9001:2009 document
- Learn the changes being discussed for the ISO 9004:2009 document
- How will the changes affect your certificate to ISO 9001?

Biography: Sidney Vianna is the Director of Aviation, Space & Defense Certification Services and Western District Manager for DNV Certification, one of the leading Certification Bodies in the World. As a District Manager for DNV, he is responsible for business development and customer interface,

as well as supervising and mentoring a team of 21 Lead Assessors in the West Coast of the US. Sidney is an IRCA QMS 2000 certified Lead Assessor and has been involved with ISO 9000 certification since 1988. He is a member of the Registration Management Committee of the Americas Aerospace Quality Group. He represents DNV in local and national exhibits and conferences speaking on ISO 9000 related issues. Sidney strongly believes that meaningful implementation of management system standards can significantly contribute to mitigate organizational dysfunction.

Clinic #2 Speaker:

“Quality Management – it’s not just for products anymore”

by Daniella Biletski, CMQ/OE,

Currently, ASQ’s Certification Board Vice Chair



Overview: As we all know, the role of quality professionals is evolving at all levels, and the role of the Quality Manager is no exception. To acknowledge this change, and to broaden the scope of the examination, the Quality Management Division surveyed current

Certified Quality Managers and other recognized subject matter experts. The survey results indicated that not only has the Body of Knowledge for Quality Managers changed, but the name of the program itself was updated to reflect the broader scope of this position. With the approval of the ASQ Certification Board, the Certified Quality Manager program became the new Certified Manager of Quality/Organizational Excellence (CMQ/OE), effective with the March 2006 administration. The Certified Manager of Quality/Organizational Excellence is a professional who leads and champions process-improvement initiatives — everywhere from small businesses to multinational corporations—that can have regional or global focus in a variety of service and industrial settings.

In this session, we will discuss the following key concepts:

1. The skills and competencies of today’s Quality Management professional are even broader in breadth and depth than ever before
2. Quality Management / Organizational Excellence supports a broader organizational range - evolving beyond the traditional manufacturing floor
3. Quality is more than a collaborative effort. It is a collective effort. Ultimately everyone and everything in the enterprise becomes involved

Biography: Daniella Biletski has over 15 years of quality experience within the aerospace industry including almost 10 years of management experience with Contractors such as Boeing, Raytheon, and L3 Communications. Over the last 6 years Daniella has been working directly with ASQ in the Certification process as a CQE exam committee member and chair and is currently serving as ASQ’s Certification Board Vice Chair. Daniella holds a Bachelor of Arts degree from the University of Michigan and a MBA from Cal. Poly, Pomona. In addition, she holds the Certified Quality Engineer and CMQ/OE (aka Certified Quality Manager) designations.



NEW DINNER MEETING LOCATION

Doubletree Hotel

201 East MacArthur Blvd.

Santa Ana, CA 92707

1-714-825-3333

**Dave Nagy, Principal
Bolero Associates, LLC
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9060

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.

“On Sunday April 15th baseball commemorated the 60th anniversary of Jackie Robinsons debut in Major League baseball, by breaking the color barrier. Every player on the Los Angeles Dodgers wore No. 42 in honor of Robinson. Robinson, the 1949 NL MVP and a .311 career hitter, helped the then Brooklyn Dodgers win six pennants and a World Series in his 10 seasons. He was inducted into the Hall of Fame in 1962. His journey wasn't easy. Once he reached the majors, Robinson endured an avalanche of abuse that would be impossible for nearly anyone else to imagine. Pitchers threw at him. Opponents spiked him. Fans cursed him. Bigots threatened his life”.

— msn tribute to Jackie Robinson

Every day, we overcome biases and obstacles in our quality field. In no way as biased as Mr. Robinson's battle against equality, however we all have large hurdles to overcome in our quality field.

Many years ago, I was once working for a Defense contractor in Burbank California where I was hired on as a Quality Engineer. Within one week of my hire, I was setup as Boeings direct contact with the company, which mainly manufactured missile parts for unmanned weapons. The days were 12 hours long and full of emergency room quality issues. On my first monthly payday working for the company the owner of the company looked at my paycheck, walked around the front office with it proclaiming, “Look at what we are paying this necessary evil”. I resigned that day.

Necessary evil? It seemed as if when orders were up, the need for quality decreased. When orders were down, the need for quality increased as a rejection could end a relationship with a customer without the promise of high volume orders. During a recent study that I partook in with representatives from all over the world, it was agreed that the United States has about a five-year window with Quality over China. They agreed that China

Overcoming Quality Bias and Obstacles

is building “Quality Institutes” and offering Quality engineer's greater opportunities for employment within its walls.

Why does the world view the United States as a country on the brink of losing such a huge market in manufacturing, processing and overall industry? Because of the bias of belief that everything American made is a greater cost. Recently, in an overall satisfaction survey, we were able to breakdown “value vs. cost”. In reality, a product that by price is higher seems more expensive, but when you add local support, engineering and R & D, the overall value, was priceless. How much does it cost you to buy the cheapest door lock? Then what is the value of returning it three times to get the correct size that it was supposed to be as marked on the package?

We as quality professionals must break that down that barrier. This barrier is the biased thought that it is all about price only. I base my purchases on customer service, cleanliness of the outlet, complete costs and the quality of the product. These ingredients, offer me value. I overcome my bias of “cheapest price” to the well thought out decision of “best value”. As quality professionals we must lead the way in leading by example of what we expect quality to be. Quality is a way of life. Quality is who we are as we battle the biased necessary evil mongers that cut costs, eliminate value and destroy quality.

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

Daniel Shibley

Quality Manager, The Adams Campbell Company



Daniel Shibley has been in the Quality field since 1976 and currently is the Quality Systems Manager at the Adams Campbell Company. Questions and comments regarding this article may be e-mailed to: dsibley@adamscampbell.com

Have you Moved? Changed Jobs? Changed E-mail Address?

If so, don't forget to update your member information with the ASQ National. Contact customer service at 1-800-248-1946 and have your member number ready. You can e-mail the info to cs@asq.org. Or log onto www.asqnet.org, go to My Account and update the info yourself. Please update your e-mail so we can keep in contact with you.

Program Committee Seminars Update:

*Our section will be hosting the following seminars.
You can check our Section WEB site for more details.*

June – 1st:

CAPA Root Cause Analysis – Presenter: Ken Peterson

CAPA Root Cause Analysis Seminar will cover: Issues Review (CAPA risk gateway's); Root Cause Analysis; Effectiveness Checking and Problem Prevention

July – 20th

Beginning Statistics – Presenter: Linda Howe-Garriz

Beginning Statistics Seminar will cover: Understanding of the concept of variation through the Deming Bead Box experiment, distinguishing between variable versus attribute data, calculating the mean, median mode, range, and standard deviation for a set of data, understanding the normal distribution and its use in quality, and the development and use of basic control charts/capability analysis. Plus a cool TI-30X Statistical Calculator!

ISO PRESENTER NEEDED

The Orange Empire Section has dedicated CLINIC # 1 at our monthly program as the SOUTHERN CALIFORNIA ISO USERS GROUP. We have stayed the course since January '05. However, we are having a difficult time finding enough speakers to continue, UNLESS you know a good ISO presenter or you would like to share you ISO passion. ANY ISO/QMS discipline and topic will be considered.

If you can support our ISO speaker needs, please send an email to daven@boleroassociates.com.

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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.picotti@sheaproperties.com

YOUR ASQ ORANGE COUNTY / EMPIRE SECTION



Orange Empire Section 0701

1 - Certified Quality Auditor Preparation / Refresher Course Begins Wed, April 4

Will cover: Certification Overview, Auditing Fundamentals, Auditor Competencies, Audit Preparation, Audit Performance, Audit Reporting, Audit Follow-up & Closure, Audit Business Applications, Quality Tools & Techniques, plus Tips & Strategies on taking the exam.

Sponsored By: Orange Empire Section 0701, American Society for Quality

Exam Date: June 2, 2007 **Exam Application Deadline:** April 6, 2007

Host Site Location: Alcon Laboratories, located at 15800 Alton Parkway, Irvine, CA. Exit 405 Freeway at Sand Canyon, go right on Alton Parkway $\frac{3}{4}$ mile to Telemetry; turn right into Alcon parking lot. Use Employee Entrance. Room assignment will be made on the first night.

Course Fee: \$300.00 + cost of textbooks

Time: 6:00 p.m. – 9:00 p.m.

Sessions/Dates: 9 sessions total Wednesday, April 4 through Wednesday May 30th

Enrollment: Open through April 18, 2007

For more information on this course go to

<http://www.asqorangeempire.org/calendar/links/CQAFlyerSpring2007.doc>

To Register (2 Options):

1. Preferred: Register on-line for the class at

<http://www.acteva.com/booking.cfm?bevaaid=129670>

This is a secure website and you will automatically receive a receipt.

2. Or, fill out Registration Form at

<http://www.asqorangeempire.org/calendar/links/CQAFlyerSpring2007.doc> using your credit card or make check payable to "ASQ Orange Empire Section 0701" and mail both to: Attn: Linda Howe Garriz, 15800 Alton Parkway, M.S. 145, Irvine, CA 92618

For a listing of other upcoming events hosted by your ASQ Orange Empire Section (i.e. meetings, seminars, courses, etc) click here <http://www.asqorangeempire.org/calendar/calendar.htm>

IS STARTING TWO COURSES OUTLINED BELOW



Orange Empire Section 0701

2 - Certified Software Quality Engineer Preparation / Refresher Course - Rescheduled Begins Wed, April 4

Will cover: Certification Overview; General, Knowledge, Conduct, and Ethics; Software Quality Management; Software Engineering Processes; Program and Project Management; Software Metrics, Measurement, and Analytical Methods; Software Metrics, Measurement, and Analytical Methods; Software Configuration Management; plus Tips & Strategies on taking the exam.

Sponsored By: **Orange Empire Section 0701**, American Society for Quality & **University of California**, Irvine Extension Program.

Exam Date: June 2, 2007 **Exam Application Deadline:** April 6, 2007

Host Site Location: Panasonic 26200 Enterprise Way, Lake Forest, 92630

Course Fee: \$400.00 + cost of textbooks

Time: 5:00 p.m. – 8:00 p.m.

Sessions/Dates: 10 sessions total: Wednesday's, rescheduled to start April 4, 2007 (1 session to be scheduled). WebEx may be available for off-site participation.

Enrollment: Open through April 18, 2007

For more information on this course go to
*[http://www.asqorangeempire.org/calendar/links/
CSQEFlyerSpring2007.doc](http://www.asqorangeempire.org/calendar/links/CSQEFlyerSpring2007.doc)*

For a listing of other upcoming events hosted by your ASQ Orange Empire Section (i.e. meetings, seminars, courses, etc) click here <http://www.asqorangeempire.org/calendar/calendar.htm>

Essential Principles

Your primary job during a meeting is to create an environment that facilitates excellence. This can determine whether you accomplish your goals, or not. Such an environment is based upon three principles:

① Everyone has valuable ideas.

Why this matters.

A meeting is a team activity. Thus everyone must contribute for the meeting to be successful.

What often happens.

A few people do all of the talking. Sometimes the person who called the meeting does all of the talking. This is bad because monologues bore people. And exclusive dialogues frustrate the spectators who are stuck having to watch.

In either case, a vocal minority has a grand time while the rest become upset. Results, if any, are seldom implemented because the majority disagree with them. And even if they consider the results acceptable, they often ignore them because they had no role in obtaining them.

What to do.

Put everyone to work. That is, design an agenda based on questions and projects that direct efforts toward accomplishing your goals. For example, instead of announcing, "We need to talk about the budget," ask a question, such as, "How can we reduce capital expenditures by 5% for the next quarter?" Then, let the participants answer the question.

And this brings us to the difficult part of applying this principle. You will have to moderate the flow of ideas from some so that you can create space for others to speak. Otherwise, your meeting reverts to a few talking while the rest watch.

You will also need to protect people from being attacked for offering odd ideas. This requires an artful blend of encouraging divergent thinking while evaluating ideas for practical merit. The key is to focus on the ideas (e.g., "How would we do that?") instead of the person offering the idea (e.g., "Are you kidding?").

② Win/Win goals produce more.

Why this matters.

People work harder to obtain a result that benefits all.

What often happens.

Results are determined by majority rule through a Win/Lose voting process. This puts the focus on winning a contest instead of on finding a solution. It also produces a result that some of the attendees dislike (i.e., they voted against it). And so, they refuse to support these results or, in the worst cases, they oppose them.

This leads to operational inefficiencies because proponents must deal with internal obstacles. Sometimes the minority prevails, thereby stopping a project or causing it to fail.

What to do.

Obtain results by consensus. This means taking everyone through a fair process to obtain a mutually agreeable result. Admittedly, this requires hard work and creative thinking. Now the group must find compromises based on Both/And solutions (instead of the traditional Either/Or voting).

As the leader, you will have to insist on results that benefit the entire organization instead of helping a few at the expense of others. You will have to facilitate a candid exchange of everyone's needs until these are completely understood by everyone. You will have to guide the group with questions and expectations until you have a result that everyone will support.

③ Respect motivates people.

Why this matters.

A safe environment, characterized by respect for everyone, encourages people to take risks, speak candidly, and think creatively.

Realize that security is an emotional resource. When it is abundant, people are more willing to share other resources and help each other. They are also more willing to work on results that represent common good.

What often happens.

Some meetings feature hostility, insults, ridicule, threats, and anger. No one works well under duress. People become protective, cautious, and conservative. They watch out for themselves. They try to prevent loss. They will even attempt to achieve security by taking from others. In fact, a hostile environment can quickly degrade into a predatory environment.

In that case, the meeting becomes more than a waste of time. It becomes a wound that hinders progress in every area of the business.

What to do.

Treat everyone with respect. Listen to people's ideas. Speak diplomatically. Set an example of personal discipline. And expect everyone else to do the same. Realize that every negative action reveals a weakness. And people want strong leaders.

Steve Kaye



Steve Kaye helps leaders make plans and find solutions. He helps them reach agreements, make decisions, and work as a team. He also shows them how to hold effective meetings.

Steve brings a complex background and a diverse collection of skills to your project.

With a Ph.D. in Chemical Engineering from Carnegie Mellon University, he understands technology. He is a systems thinker and a process expert. This means that you can expect his meetings (and workshops) are practical and designed to work in the real world.

He has an intuitive side, which makes him especially creative. He made his own toys and drew comic books when he was a child. Today, he writes poetry, photographs nature, and creates cartoons. This means that you can expect an innovative approach to your project.

Steve started One Great Meeting in 1992, after gaining 20 years of real-world experience working for DuPont and Chevron. He knows what works in business.



- It's all in the finite details

Imagine the following. Attending a class where your name was never mentioned? The material was way over your head? As the instructor proceeds, you are looking for the quickest way to leave unnoticed at the first break? The brochure you had read appeared to meet the specific objectives that you sought. However, after plunging through the first hour or so, you realized the class was not meeting your needs. After leaving, the director stops you and begs you to fill out an evaluation. You comply. The company later contacts you to find out what went wrong. They discover you did not fall into the WHO they expected to train.

Ideal training starts by identifying who your target audience is: before the training, during the instruction and who they need to be after the training. Questions need to be asked and answered depending on the type of curriculum and objectives that must be mastered. What are their ages? What pre-knowledge must they possess in order to understand the material? What positions do they hold in their company or life? What is their intellectual skill? Where do they live? What is their primary language? Are they voluntarily taking the class or being forced by an employer or certification requirement? Knowing the students coming into a training situation fosters better communication and assists the teacher to match the curriculum to the specific needs of the learner. In essence, customize the material to match the learners.

A favorite teaching tool I learned during my master's education was a term called "assess in situ". It means to evaluate the situation at hand. This teaching strategy becomes invaluable when a group of learners enters a training session and does not match the target audience in which the material initially was designed. To know WHO your audience is while teaching becomes imperative to instilling greater retention. This can easily be done with some simple innocuous questions like what is your name, where do you work (if applicable), what do you hope to learn and what is your background of the training material. On the other side, management seeking training for their employees should provide the trainer as much information about their employees as possible.

Knowing where you want to take your learners by the end of class enables the instructor to stay on target. This knowledge stems

from the initial discovery of your learners before they attended the class coupled with the acquisition of assess in situ process. This provides the trainer the ability to omit or add other curriculum and suggest resources to continue their learning beyond the classroom.

Both the instructor and the one seeking the instruction (whether it be the learner or the manager looking for training for their staff) can assist in identify the WHO in training. The instructor needs to know the learner before, during and after the training to provide better retention and satisfaction to the target audience. As a teacher, they must remember it is not about the numbers but individuals seeking to grow in their knowledge and/or skill base. Management too must work in tandem with the instructor, providing as much information as they can about their staff. Together they can help the WHO in training receive the best results.

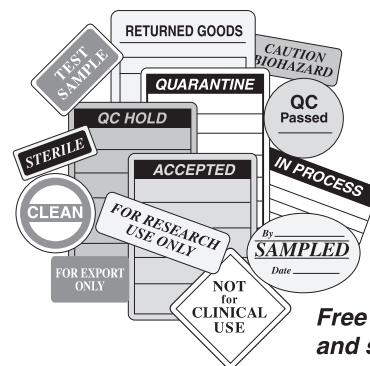
Fouzia Shibley,
Former Training Director – USSOUTHCOM



Mrs. Shibley was the former Training Director of the United States Southern Command. With over a decade of experience, she developed tools to quickly assess and implement the type of training that increased productivity, minimized human error and fulfilled requirements for the Department of Defense. Mrs. Shibley produced computer based training taught software usage to over 8,000 personnel and developed ad hoc instruction for both stand up and web based platforms. Mrs. Shibley has a BA in interpersonal and group communications and a Masters of Science in Instructional systems. Currently, Fouzia Shibley has future plans to work on her doctorate in Educational Leadership. Mrs. Shibley provides consultation to companies who need to define, implement and evaluate their training needs from an external perspective.

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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.



Exam	Next Exam Prep Classes*	Exam Date	Application Deadline
Six Sigma Black Belt (SSBB)	July 2007	October 20, 2007	August 17, 2007
Manager of Quality/Organization Excellence	August 2007	October 20, 2007	August 17, 2007
Certified Mechanical Inspector (CMI)	August 2007	October 20, 2007	August 17, 2007
Certified Quality Technician (CQT)	August 2007	October 20, 2007	August 17, 2007
CQA-Biomedical (CQA-Biomedical)	August 2007	October 20, 2007	August 17, 2007
Certified Reliability Engineer (CRE)	None at this time	October 20, 2007	August 17, 2007
HACCP Auditor (CHA)	None at this time	October 20, 2007	August 17, 2007
Certified Quality Engineer (CQE)	March 2007	June 2, 2007	April 6, 2007
Certified Quality Auditor (CQA)	April 2007	June 2, 2007	April 6, 2007
Certified Six Sigma Green Belt (SSGB)	Stay Tuned!	June 2, 2007	April 6, 2007
Certified Software Quality Engineer	April 2007	June 2, 2007	April 6, 2007
Certified Quality Improvement Associate	Stay Tuned!	June 2, 2007	April 6, 2007
Certified Calibration Technician (CCT)	None at this time	June 2, 2007	April 6, 2007
Quality Process Analyst	None at this time	June 2, 2007	April 6, 2007

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