

SCOPE

The Official Newsletter of the ASQ Orange Empire Section September 2006



Section Chairs Column

Message from the Chair

I hope everyone has had a fantastic summer. I am eager to hear about the exotic vacations, or challenges at work—whichever has marked these past few months for you. I personally have experienced a little of both, so I might be able to empathize. Fall is fast approaching and with it another exciting year of ASQ activity!

Our OC Quality Day event on October 20th to celebrate 60 years of ASQ is drawing closer! All of the speakers have been identified – see the announcement inside for more details. This event is a great value at only \$35 if you register before Sep. 1 and \$45 after that date. If you would like to be on the committee putting this event together, contact me or Dave Nagy (714-634-4441). We welcome your input and help!

We still have several committee positions to fill. The current list of volunteers can be found on the last page of the newsletter. Let me take a moment to acknowledge the efforts of my fellow board members. Without their support and participation, the section's activities could never happen. They have devoted their personal time to make this section a success. I encourage you to thank them. I'm sure they'd be pleasantly surprised to get a phone call or e-mail message thanking them for their efforts. However, we are always looking for new blood! In addition, if you need RUs for recertification, this is an easy way to earn them. Committee members earn 1.5 RUs per year, 4.5 maximum for recertification purposes. The Leadership Committee meets on the first Tuesday of the month. There are many ways for you to get involved. If you aren't interested in a committee leadership position, there are always committees that need help. We also have project-based opportunities, such as the October OC Quality Day we are having.

We need an **Arrangements Chair** and **Arrangements Committee** members. The Arrangements Chair oversees the committee that is responsible for dealing with the hotel for our monthly dinner meetings and seminars that we put on. Our meetings are set through December as our contract with Crowne Plaza is done by the calendar

year. The Arrangements Committee also sends out the monthly e-mail blasts with the meeting reminder and handles the meeting RSVPs. If you would like to volunteer to either Chair or be a member of this committee, please let me know.

We would like to establish an **Editorial Committee** and **Photographer(s)** to work with the Newsletter Editor, Daniel Shibley. We need people to coordinate finding new material, preparing meeting/seminar reports, overseeing advertisements and submitting pictures for the newsletter. Would you like to submit an article to be published? If so, send it to Daniel Shibley (dshibley@adamscampbell.com) for consideration.

We would also like to establish a **Volunteer Coordinator**. This person would be the point of contact for new volunteers to let them know what is available and see where the best fit is.

The **Education Committee** needs several volunteers. People are needed to help with administrative duties (creating certificates, summarizing survey data, maintaining attendance records, etc.). We also need classroom observers and qualified instructors. If you are interested in being an instructor (this is a paid position), please send your resume to Linda Garriz (Linda.garriz@alconlabs.com).

If any of these positions sounds like something you'd like to get involved with, please call me! I encourage you to attend the September 12 meeting and meet some of your *quality friends*. I personally am looking forward to meeting you if we haven't met already.

See you at the meeting,

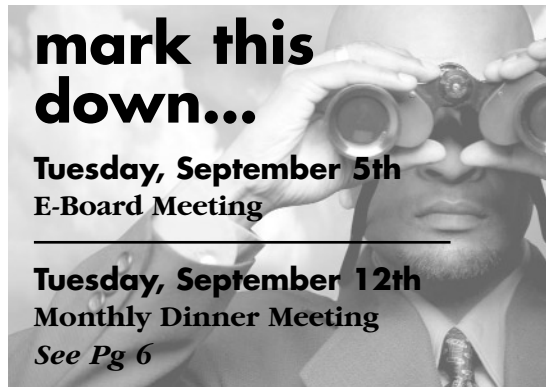
Melanie Cummings
0701 Section Chair

**mark this
down...**

Tuesday, September 5th
E-Board Meeting

Tuesday, September 12th
Monthly Dinner Meeting

See Pg 6



Featured Articles

Quality in
the Trenches
"The New Start"
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Identify Future
Leaders by Their
Meetings
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Monthly Dinner
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Radical Thinking
"Produce People
Before Producing
Parts"
Pg 11



ASQ

AMERICAN SOCIETY
FOR QUALITY™





"INFORMATION YOU CAN USE"

EDITOR:

Daniel Shibley

PUBLISHER:

Peabody Services Int.
(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 Rolland Au your survey was randomly selected from those that were turned in at the August dinner meeting.



We look forward to seeing you at an upcoming meeting.



WELCOME NEW MEMBERS

- | | | |
|---------------------------|-------------------------|--------------------------|
| Mr Jedrix Aquino | Mr Simon Han | Mr Mike R. Saweres |
| Ms Luisa Bautista | Mr Jacques E. Heslip | Mrs Gemma Seidl |
| Ms Miyuki Bitoy | Mr Dan P. Hickman | Mr Stephen Shields |
| Mr Raymond G. Bradley Jr. | Mrs Ione M. Infantado | Dr Sidney Sudberg |
| Mr Hershhal C. Brewer | Mr Timothy J. Leland | Mrs Katarzyna Tyl |
| Mr Jason M. Clairmont | Mr Robert Medina | Mr David T. Vu |
| Mr Mark H. Cohen | Ms Chelsea Mitchell | Ms Kara J. Westerfield |
| Mr Daniel David Deguzman | Mr Brian X. Nguyen | Mrs Elizabeth A. Wolfsen |
| Mrs Marga M. Dole | Mr Stanley M. O'Donnell | Mrs Yifei Zhang |
| Mr Jay L. Erb | Ms Shannon Parker | |
| Mrs Terri L. Grimsrud | Mr Finnarr Patrick Polc | |

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.

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.

The New Start.

In the arena we call our Quality World, many of our colleagues and us venture on a new path often called, a new job. I am on that path, being fortunate to have a New Start.

After a careful review and search I was able to really dedicate thought to change and had the opportunity to research and review potential matches. Our review should consider:

- The potential companies reputation in the industry. What are others saying? Listen to what they do say!
- Turnover rate. 100% retention is not always perfect, but they should not turnover the management team every year and a half either. Try to feel the company's workforce.
- What is important to you? Shorter commute, greater team atmosphere, similar management styles or the actual work environment?

Make your choice wisely, for there is only one you!

Working for an American Manufacturing Company that is over 90 years old (Est. 1909) certainly has its challenges. However, with challenges comes excitement. Do I really believe that all of the Quality ideas and principles that I preached can exist in all companies that I can touch? Is there really life outside of my last job?

Well the answer(s) are most certainly YES! I am sure most of you, if not all of you have been where I am now or will be within the next year. It is because of job movement that we can make a greater impact of our field. New contacts, new customers and yes-new problems allow us to use our skills in another arena with freshness only prescribed with the newness of it. So as a quality professional, what do we do?

One new co-worker described the scenarios of a new Manager position with two distinct personalities. One Manager on the day of hire immediately began making sweeping changes to his new "régime". The other sat back and waited for over six months to make any changes. Well you might think that the one that waited lasted longer (which he did) but not by much. They both were gone within a year and made little or no impact.

The answer to making an impact is somewhere between Mr. Madhouse Manager and Mr. Laid back Manager.

Keys to impact:

- Listen and take a lot of notes for the first 30 days.
- Begin logs of planning (APQP) of your personal impact goals, then revisit in 60 days.
- Review the history of the company, customers and suppliers.
- Understand the current state, touch hands and kiss babies.
- Don't dog your predecessor.

Then once you've thoroughly reviewed the opportunity to leave and begin again, make the impact you've dreamed of and change the world (again!)

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

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.

Dave Nagy, Principal
Bolero Associates, LLC
(714) 634-4441



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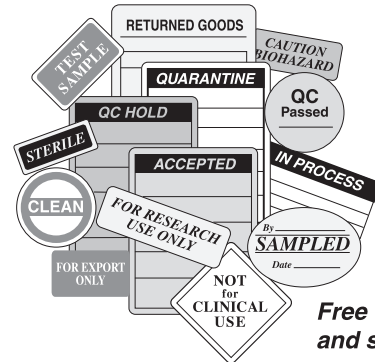
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0206



Managers tend to become managers, the same way they become parents.

One day they find out that they are going to be one.

They then spend the rest of their careers figuring out how to do it well.

We are here to help accelerate that process.

- Recruiting
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- Dealing with poor performers
- Planning
- Effective meetings/presentations
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Identify Future Leaders by Their Meetings

By Steve Kaye

Every meeting tells something about the people who attend. Here's what to watch for:

1) Is it planned?

Effective leaders always begin with clearly defined goals and then prepare plans for achieving them. They have the courage to set a direction and then make changes as new information becomes available. They communicate with candor knowing that people perform at their best when they know what is expected. Thus, did the person who called this meeting prepare an agenda? Was the agenda distributed before the meeting? Did the agenda tell you everything that you needed to know to work effectively in the meeting? If so, this serves as a positive indication of effective leadership planning.

2) Is it efficient?

A meeting is the culminating step in a larger process. It begins by setting goals and preparing an agenda. Then the chairperson should have contacted key participants to inform them of their roles in the meeting, told everyone how to prepare for the meeting, and alerted people who may be

asked to accept responsibility for action items. All of this work before the meeting assures that the meeting will progress smoothly, efficiently, and effectively. So, how is the meeting going? Is there evidence of this attention to detail?

3) Is it logical?

Pay attention to what people say during a meeting. Do their ideas contribute toward achieving the goals? If so, this shows that they're working as part of a team to help find solutions. Do their ideas build upon what others just said? If so, this shows that they're paying attention to the dialogue. Do their ideas demonstrate originality, creativity, and knowledge? If so, this shows they're working hard to add value. Effective leaders possess strong analytical thinking skills.

4) Is it helpful?

Evaluate the comments and behavior during a meeting. Are the participants working to support each other? Are people contributing to the safe environment that is essential for open creative thinking?

Are people adding high-value contributions (instead of stories or jokes that distract everyone)? Note that chronic unproductive behavior betrays either fear, a lack of effective work skills, or misunderstood expectations. People who perform poorly in meetings may need constructive coaching.

5) Is it controlled?

Leadership involves more than watching people talk. Thus, observe the dynamics of the meeting process. Is the chairperson leading everybody through methodical steps that take them to a result? Is the meeting being conducted in such a way that the participants feel that it is a fair process? Is the chairperson helping others perform at their best so that the group can produce an outstanding result?

Someone who excels in the above areas should be considered for leadership positions. This is why most executives consider a person's ability to lead meetings when selecting future leaders.

Steve Kaye

Steve Kaye helps leaders obtain results. His innovative workshops and meeting facilitation have created success nationwide. He is an author, certified professional facilitator, and professional speaker. Call him at 714-528-1300 or visit www.stevekaye.com

Celebrating 60 years of ASQ!

OC
Quality
Day

October 20, 2006

Keynote Speakers:

- **Teddy Roosevelt on Quality** – David Markovitz
- **Dr. Bill Bellows** – “InThinking About Quality – Better Thinking for the 21st Century”

Workshops:

- **Diane G. Kulisek** – “Effective CA/PA Systems”
- **Roger Olson** – “The Cost of Quality”
- **Ken Peterson** – “Risk Management for FDA Regulated Industries”
- **Dr. Bill Bellows** – “The Power of Vision - Creating a Difference From Where You Are”
- 2 more TBA

Community Event, same pricing

for members and non members:

\$35 before Sept 1st, \$45 after, including continental breakfast, lunch, and parking

SPEAKER: Marilyn Snyder, M.S
"Twenty Tested Techniques
for Terrific Talks – How to
Make Your Next Presentation
Unforgettable!"

DATE: Tuesday, Sept 12th, 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 Florentine
Tortellini with Creamy
Garlic Sauce
Fresh Seasonal Vegetables
Rolls and Butter
Iced Tea, Lemonade, Coffee,
Tea, Decaf
Chocolate Fudge Cake

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
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, September 8th.
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

Twenty Tested Techniques for Terrific Talks – How to Make Your Next Presentation Unforgettable!

Presented Marilyn Snyder, M.S.,



Overview: Are you tired of audiences who:

- Count the holes in the ceiling tiles?
- Look for lint in the carpet?
- Indulge in power naps?

Come and enjoy a productive, practical, idea-packed meeting and learn about the potency of presentations with POWER! You will gain expertise in performing the complex and challenging skill of presenting yourself effectively.

You'll see and hear the latest presentation techniques that keep audiences focused and engaged. And most importantly, you'll be inspired to return to work the next morning to create your own dynamic presentations, guaranteed to eliminate power nappers!

Marilyn Snyder, M.S., will demonstrate twenty of her time-tested presentation techniques so you can:

- Enhance your presentation power by connecting better with your audience.
- See and apply valuable new interactive skills that will help your audience get your message faster and more clearly.
- Deliver compelling presentations guaranteed to make your ideas more memorable and effective.

Biography: Marilyn Snyder, M.S., is President of Interactive Concepts, a consulting firm specializing in customized presentation skills, training, and PowerPoint design seminars as well as the design and development of PowerPoint slideshows. Marilyn's highly interactive seminars emphasize participation skills and experiential teamwork between presenters and audiences.

Speaker, consultant, and trainer—Marilyn has an MS from the University of Southern California. Author of High-Performance Speaking and Creative Animations for PowerPoint, Volumes 1 & 2, Marilyn is past president of the Orange County American Society for Training and Development (ASTD) and an active member of the National Speakers Association.

Clients include: Nationwide Insurance, Beckman Coulter, Merisel Open Computing Alliance, St. Joseph Health System, Professional Speakers Association of Europe, Wells Fargo, and the Hollywood Bowl.

Clinic #1 Speaker: TO BE ANNOUNCED
ASQ SECTION 701 SOUTHERN CALIFORNIA ISO USERS GROUP

Clinic #2 Speaker: "How Many Samples Do I Need to Take...?" by Linda Howe Garriz

Overview: Did you ever ask any of these questions?

- I have a shipment of parts coming in. How many do I have to sample to determine if the entire lot is good?
- I am qualifying a new process and need to know how many samples to take to show it is producing good product.
- I am running a reliability life test where I am measuring % conforming. How many samples do I need?
- I want to make a change to a material and need to know how many samples to take to estimate the % conforming for the new process

If you have ever been faced with these or similar questions --- this is the clinic for you. We will cover

the basics of sampling theory then look at how to apply the concepts to problems we face every day.

Biography: Linda Howe Garriz is Manager, Quality Assurance at the Irvine Technology Center of Alcon Manufacturing, Ltd. in Irvine, California where she has managed a number of quality disciplines, including Validation, Supplier Quality, Internal and Supplier Audit, Inspection and Test, Calibration/Metrology, Quality Engineering, and Document Control. She received her B.S. in Mathematics/Statistics from Allegheny College and her M.S. in Industrial Administration from the Tepper School of Business at Carnegie-Mellon University. She is currently active in many facets of the American Society for Quality. She is the currently the Program Chair for the Customer-Supplier Division and the Education Chair for Orange Empire Section. She presently teaches the Section Refresher Courses for the Black Belt, Certified Quality Engineer, and Certified Biomedical Auditor Certification Exams.

THERE IS STILL TIME TO ENROLL!



Certified Biomedical Auditor EXAM PREPARATION COURSE

ENROLLMENT NOW: Class Starts August 14, 2006

WHEN: 10 Sessions: Mondays - from August 14, 2006 to October 16, 2006

TIME: 6:00 - 9:00 PM

COURSE FEE: \$300 per person + cost of books

PLEASE PRE-ENROLL --- MINIMUM CLASS SIZE IS 8 STUDENTS

Payments Due by the Third Class.

Certified Mechanical Inspector/Certified Quality Technician EXAM PREPARATION COURSE

ENROLLMENT NOW: Class Starts August 17, 2006

WHEN: 10 Sessions: Thursdays - from August 17, 2006 to October 19, 2006

TIME: 6:00 - 9:00 PM

COURSE FEE: \$300 per person + cost of books

PLEASE PRE-ENROLL --- MINIMUM CLASS SIZE IS 8 STUDENTS

Payment is Due by the Third Class.

Manager of Quality/Organizational Excellence EXAM PREPARATION COURSE

ENROLLMENT NOW: Class Starts August 23, 2006

WHEN: 9 Sessions: Wednesdays - from August 23, 2006 to October 18, 2006

TIME: 6:00 - 9:00 PM

COURSE FEE: \$300 per person + cost of books

PLEASE PRE-ENROLL --- MINIMUM CLASS SIZE IS 8 STUDENTS

Payments Due by the Third Class.

To Pre-Enroll: Please e-mail Linda.Garriz@alconlabs.com

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

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Orange Empire Section 0701

CQE Refresher Course

SPONSORED BY: Orange Empire Section 0701, ASQ

EXAM DATE: December 2, 2006 **EXAM APPLICATION DEADLINE:** October 6, 2006

LOCATION: Alcon Laboratories, located at 15800 Alton Parkway, Irvine, CA.
Exit 405 Freeway at Sand Canyon, go right on Alton Parkway 3/4 mile to Telemetry; turn right into Alcon parking lot. Turn left to employee entrance parking lot. Use Employee Entrance. Room assignment will be made on the first night.

COURSE FEE: \$400.00 + cost of textbooks

TIME: 6:00 p.m.– 9:00 p.m.

SESSIONS/DATES: 14 sessions total; **Wednesdays from September 6, 2006 to November 29, 2006.**
(1 additional class will be scheduled on Thursday, October 26, 2006)

(Topics covered: Management and Leadership in Quality Engineering; Quality Systems Development, Implementation, and Verification; Planning, Controlling, and Assuring Product and Process Quality; Reliability and Risk Management; Problem Solving and Quality Improvement; Quantitative Methods)

REFERENCE BOOKS: **CQE Primer + Solution Text, Quality Council of Indiana** (Required)
Gryna, Quality Planning and Analysis, Latest Ed. (Recommended)
TI 36X Statistical Calculator (Required)

TEXT COST: **\$105.00 for the CQE Primer + Solution Text from Quality Council of Indiana**
(Order online at www.qualitycouncil.com or call 800-660-4215.)

INSTRUCTORS: **Linda Howe Garriz** (e-mail Linda.Garriz@Alconlabs.com)
Tony Roberts (e-mail TRoberts2@bigscreen.mea.com)

ENROLLMENT: Open through **September 20, 2006.**

NOTE: Class fees must be paid no later than the 3rd session and no refunds will be made after the 3rd session. **Minimum class size is 8 students.**

To REGISTER: Fill out Registration Form below, 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**

CQE

Exam Refresher Course Mail-In Registration Form

To pay online, go to www.orangeempire.org

STUDENT NAME: _____

WORK PHONE: _____ **HOME PHONE:** _____ **EMAIL:** _____

ADDRESS: _____

If paying by credit Card: Type of Card: Master Card Visa Charge Amount: _____

Credit Card Number: _____ Auth Code (Last 3 digits from card back): _____

Expiration Date: _____ Cardholder Name (Printed): _____

Cardholder Signature: _____ Telephone: _____

Cardholder Address (if different): _____

Cardholder Phone Number (if different): _____



CQA Refresher Course

SPONSORED BY: Orange Empire Section 0701, ASQ

EXAM DATE: December 2, 2006 **EXAM APPLICATION DEADLINE:** October 6, 2006

LOCATION: Alcon Laboratories, located at 15800 Alton Parkway, Irvine, CA.

Exit 405 Freeway at Sand Canyon, go right on Alton Parkway 3/4 mile to Telemetry; turn right into Alcon parking lot. Turn left to employee entrance 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; **Wednesdays** from **October 4, 2006** to **November 29, 2006**.

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.

REQUIRED TEXT: **CQA Primer with Solutions Text** from Quality Council of Indiana

TEXT COST: **Primer \$65.00, Solutions Text \$35.00** Ph: 812-533-4215 <http://qualitycouncil.com>

OPTIONAL TEXT: **The Quality Audit Handbook** by ASQ Quality Audit Division

Quality Audits for Improved Performance by Dennis R. Arter

How to Plan an Audit by ASQ Quality Audit Technical Committee

Optional texts can be ordered from ASQ Quality Press Ph: 800-248-1946

INSTRUCTORS: **Mark Lindsey** (mark.lindsey@disney.com Cell 714.273.2678)

Linda Garriz (Linda.garriz@alconlabs.com)

ENROLLMENT: Open through **October 18, 2006**.

NOTE: Class fees must be paid no later than the 3rd session, and no refunds will be made after the 3rd session. **Minimum class size is 8 students.**

To REGISTER (2 OPTIONS): 1. To register on-line for the class go to <http://asqorangeempire.org/calendar/>

2. Or, fill out Registration Form below 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

Note: To register for the Exam, go to <http://www.asq.org>

CQA

Exam Refresher Course Mail-In Registration Form

(Make additional copies of Registration Form as needed for mailing.)

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Become a ASQ Booster

ASQ Orange Empire Booster Program requirements

ASQ Orange Empire Section 0701 continues to reach out and promote our name in the community. As a Booster, you are providing growth opportunities for your colleagues and acting as a valuable source of information for our local Quality Professionals.

1. Act as a company's primary contact between the ASQ Orange Empire Section and your company.
2. Promote and distribute information regarding Section learning and networking opportunities. Events may include training activities, seminars, educational programs and refresher programs. You should notify your company's Management, Quality Personnel and other interested individuals. You are encouraged to communicate with your acquaintances at other companies.
3. Reach out to other professional organizations and promote ASQ as the leader of the Quality Profession with educational benefits available.
4. Attend a meeting to keep up with new activities and offer feedback on your professional needs.
5. Support the Orange Empire Section Membership Chair and committee personnel in retaining members and helping the Section membership grow.
6. Earn one and one-half (1.5) Recertification Units (RUs) per year for participating as a Booster by providing reports of your activities to the Booster Chair(s).

Contact Information: Patricia Brinker patb@lifemedofcalifornia.com

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RADICAL THINKING

Produce People before Producing Parts!

by Akhilesh Gulati

Caveat: this is not meant for a strictly manufacturing environment. Read the terms “parts” and “products” to also include “services”.

As an engineer, I have usually focused on parts – design, manufacture and assembly processes. As a consultant, I try to focus on issues as I assist clients in developing and implementing solutions. So the statement, “Produce people before producing parts,” may seem out of place when coming from me. However, this is exactly what I do as a consultant when I work with organizations to develop and implement solutions. So what does the statement really mean?

In most organizations, employees and their related issues are merely line items on the P&L statement. They are there to do a job. And to ensure they do a good job, managers have been taught to use the “carrot and stick” method. The carrot can take many forms (e.g. paycheck, bonuses, perks) as well as the stick (e.g. fired, reprimand, lack of increased pay). Sure, many organizations pay lip service to “stuff” about values and respect; but, bottom-line, what matters in the business world is the “bottom-line”! Although organizations may invest in their employees by providing training, it is also the first program to go as budgets are tightened and the focus is back, with renewed intensity, on producing parts.

Over and over again, organizations frequently start enterprise-wide or departmental initiatives, that end up being referred to as “*flavor du jour*”. Results are either not visible or nor sustainable and the budget allocations to such programs are reduced. Any gains achieved are soon lost as the “carrot and stick” returns with renewed vigor. Management again starts focusing on getting the product out the door. Soon there is a realization that there is deterioration in honoring commitments (e.g. on-time delivery, workmanship) and a new initiative is underway.

When we examine the underlying principle behind all these initiatives, we notice that it is not about carrots and sticks.

It is about ownership and working towards a common goal. For those programs that are successful, it is about making people feel special, a part of something, and keeping them challenged and motivated. People respond differently to stress. When not ‘challenged’, they don’t care and it is hard to motivate them. When under too much stress, they panic, breakdown, or act irrationally.

The more recent formalized initiatives (e.g. TOC, lean, Six Sigma) address the “soft” side of making change happen. While handling techniques on how to produce to customer demands, stress increases. For example, these programs focus on improving the organization by encouraging employee participation. This not only helps them gain control over their environment, but also produces buy-in or ownership. When the bar on expectations of what people can do is raised many folks will also rise to the occasion. When given the opportunity to invest in thinking about improving their work environment, they get interested. So when management gets involved in developing their employees, they are reassured that the organization is committed to them and their well being.

It is human nature for people to want to do a good job as long as they are appreciated for it. The key is to find the balance between the challenge of the tasks and the proficiency that they are able to achieve. Too much challenge results in stressed out employees and too little manifests itself in boredom and listlessness. Management is able to create that balance by supporting an integrated set of initiatives. However, this requires planning so as to avoid the cyclical nature of programs, as mentioned earlier. This extreme ebb and flow of stress and lack of focus does not sustain results or a culture of improvement.

In order to build a culture of continuous improvement and innovation, we need to understand the concept of ‘*producing people before producing parts*’. Management’s job is to develop people who can then add value to the product. By involving employees, giving them the requisite training, and helping them become the best in their respective areas of work, it creates the right amount of stress to keep them challenged, and to look for better ways to perform their work all the while reducing cost and improving quality. ***Produce people before producing parts!***

Akhilesh Gulati



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Exam	Next Exam Prep Classes*	Exam Date	Application Deadline
2006/7 Exam Dates <i>If you miss a date, you will have to wait 6 months to take the next exam!!!</i>	Manager of Quality/Organization Excellence	August 23, 2006	October 21, 2006
	Certified Mechanical Inspector (CMI)	August 17, 2006	October 21, 2006
	Certified Quality Technician (CQT)	August 17, 2006	October 21, 2006
	CQA-Biomedical (CQA-Biomedical)	August 14, 2006	October 21, 2006
	Certified Reliability Engineer (CRE)	August 23, 2006	October 21, 2006
HACCP Auditor (CHA)	None at this time	October 21, 2006	August 18, 2006
2006/7 Exam Dates <i>If you miss a date, you will have to wait 6 months to take the next exam!!!</i>	Certified Six Sigma Green Belt (SSGB)	August 2006	October 21, 2006
	Certified Quality Improvement Associate	None at this time	December 6, 2006
	Certified Calibration Technician (CCT)	None at this time	December 6, 2006
	Certified Quality Engineer (CQE)	September 6, 2006	December 2, 2006
	CQA-Biomedical (CQA-Biomedical)	October 4, 2006	December 2, 2006
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* For current information, go to www.orangeempire.org or e-mail Linda.garriz@alconlabs.com

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This newsletter and prior issues may be viewed on-line at <http://www.asqorangeempire.org> or <http://www.asqnet.org/members/news/newsletters>.



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