

**FEBRUARY  
2007**

## **What's Inside**

**February Dinner  
Meeting**

**Chairman's Column**

**Exams Passed**

**Engineering Week**

**Call for Members with  
Certifications**

**Quality Process Update**

**Upcoming Meetings**

**December Meeting  
Recap**

**Be sure to visit our section  
website:**

**<http://www.asq0905.org>**

### ***Section 0905 Mission Statement***

*The mission of Section 0905 is to develop and provide a strong organization for exchanging knowledge and ideas necessary for the growth and development of quality professionals in a manner that benefits the membership, business, and the Northeast Indiana Community.*

**Mailing Address:**

**American Society for Quality  
Northeastern Indiana Section 0905  
P.O. Box 11887  
Fort Wayne, Indiana 46861-1887**

# *The Histogram* **N e w s l e t t e r**

**Next ASQ 0905 Dinner Meeting - February 8<sup>th</sup>**

### **Implementing Robust and Cost Effective Reliability and Quality Programs**

Mr. Braun will demonstrate how the AIAG (Automotive Initiative Action Group) *Reliability Methods Guideline* and *AIAG Reliability Implementation Plan and Report* can assist suppliers and OEMs to develop robust, and highly reliable processes and products. Then he will show how he cost effectively applied them to product development programs at International Truck Corp. by discovering and addressing potential future failures.

The AIAG Reliability Methods Guidelines are used as a reference to provide guidance on reliability and quality tools: benefits, limitations, requirements for mastering, and examples. The guidelines also illustrate how the tools and deliverables fit into the process flow within a product reliability program. By defining these tools, the guidelines will help product development teams apply the right tools in the correct way at the appropriate time.

The Reliability Program Implementation Plan and Report is a critical list of requirements and deliverables for a product reliability program. It drives effective internal communication and crucial dialog between suppliers and customers. The report uses standard format templates to communicate essential information, assuring that a robust reliability program has been planned and conducted, and that the product's end use customers' reliability expectations will be met or exceeded throughout its life cycle.

**The AIAG is a trade association of approximately 1,500 automotive and truck manufacturers and their suppliers. Its focus is to continuously improve business processes and practices involving trading partners throughout the supply chain.**

#### **Speaker**

Mark Braun has over 17 years of experience in quality and reliability, as a quality assurance manager, reliability engineer, and reliability manager. Mark has been at International Truck and Engine Corporation for over 11 years. He is responsible for developing and implementing reliability and quality programs for new product development. He is an ASQ Certified Quality Manager, ASQ Certified Reliability Engineer, ASQ Certified Quality Engineer, certified in Six Sigma, and is a senior member of the American Society for Quality. Mark holds a Bachelor of Science in Electrical Engineering and a Master of Science in Industrial Engineering from Purdue University. He has been the Co-Chairman for the AIAG Reliability Workgroup. Mark has received AIAG's Outstanding Achievement Award and International's Quality As A Value Award.

#### **When and Where?**

February 8th, 2007  
Hall's Guesthouse  
1313 W Washington Center Road  
Fort Wayne, IN

Social at 5:30  
Dinner at 6:00  
Presentation approx 6:30

Please RSVP by Monday, February 8th to Jim Smith at 260-434-5464 or [james.e.smith@baesystems.com](mailto:james.e.smith@baesystems.com)

Dinner \$19.00

If you can't make the meeting, please have the courtesy to notify Jim of the cancellation.

We are charged for all reservations whether or not you show up.

Don't wait till the last minute. We had to limit last minute reservations in January.

Chairman's Corner  
By Mindy Robinson

## 2007 World Conference

This year ASQ's largest conference will be held in Orlando, Florida. Here are some session highlights:

The 2007 ASQ World Conference will highlight innovation and leadership through industry-specific sessions on topics such as change management, social responsibility, virtual societies, systems thinking and customer value. There will also be general sessions filled with humor and learning including "Shaving Strokes with Six Sigma," which will focus on how Lean strategies can help improve your golf game; and "Zero-Defect Dating: Finding and Maintaining a Quality Relationship" which will provide a light-hearted look at how process improvement can help to improve your personal relationships.

As one of the world's largest professional organizations – including quality management professionals and practitioners – ASQ represents all business and economic sectors around the world. From the Society's historic base in U.S. manufacturing, it has long since expanded its expertise to advance quality tools and technologies for application in education and student achievement, as well as service industries, healthcare, nonprofits and government.

The American Society for Quality [www.asq.org](http://www.asq.org) has been the world's leading authority on quality for 60 years. With more than 90,000 individual and organizational members, the professional association advances learning, quality improvement, and knowledge exchange to improve business results, and to create better workplaces and communities worldwide. As champion of the quality movement, ASQ offers technologies, concepts, tools, and training to quality professionals, quality practitioners, and everyday consumers, encouraging all to Make Good Great®. ASQ has been the sole administrator of the prestigious Malcolm Baldrige National Quality Award since 1991. Headquartered in Milwaukee, Wisconsin, the 60-year-old organization is a founding partner of the American Customer Satisfaction Index (ACSI), a prominent quarterly economic indicator, and also produces the *Quarterly Quality Report*.

---

---

### Recertification Contact Person

Mr. Chuck Bandelier  
3543 E. Arabian Drive  
Columbia City, IN 46725  
260-429-5774  
bandel@netusa1.net

The importance of maintaining the currency of your hard-earned certifications by using continuing education credits or other acceptable credits can not be over stated. Do not send recertification paperwork to the Section's mailing address, as the timeliness of your recertification may be lost. Paperwork should be sent directly to Chuck. If you have any questions about the material required to verify your recertification, call Chuck. remember the other way to retain your certification is to simply retest. I don't know anyone who wants that option.

Interested in advertising in the Histogram? The Histogram is published from September thru May. The charge is as follows:

1/4 page advertisement \$25.00/each month

1/2 page advertisement \$50.00/each month

Whole page advertisement \$100.00/each month

Contact Leslie Zody at 260-244-2114 or [leslie.zody@autoliv.com](mailto:leslie.zody@autoliv.com) for more details.

## Section 0905 Pass List for December 2006 Exams

### Certified Quality Auditor

Denise Stacy  
Paul L. Zola  
Ronald L. Gilbert

### Certified Quality Engineer

Steve Moore  
Charles E. Altheide  
Catherine M. Grubb  
Barry L. Sanderson  
William G. Pochron  
Matthew C. Foreman

### Certified Six Sigma Green Belt

Ian M. Hickman  
Neil A. Kanitkar

### Certified Software Quality Engineer

Randall W. Noble

**Receive a free meal at the next dinner meeting**

---

---

## Engineers Week 2007

ASQ 0905 along with many local professional Engineering organizations, IPFW, Indiana Tech, Science Central, area schools, and hundreds of Northeast Indiana residents celebrate National Engineering Week every year. This year Engineers Week is February 18–24. Many programs start in the fall and proceed until February 24<sup>th</sup>, ending with the Engineers Week banquet.

Take a few minutes and take a look at all the activities and opportunities available to promote Engineering locally at <http://www.indiana-eweek.org/> or nationally at <http://www.eweek.org/>.

The banquet is the final event of Engineers Week.

It will be held on Saturday evening, February 24 starting at 6:00 o'clock.

Well over a hundred individuals annually attend the Engineers Week Banquet. It is a delightful evening where honored guests, area professionals, family and friends socialize, network and celebrate Engineers Week and the its accomplishments. Additionally, over \$20,000 in scholarships are scheduled to be awarded to Engineering students who have graduated from local high schools. The banquet will be held in the new Andorfer Commons building at Indiana Institute of Technology, 1600 E. Washington Blvd., Fort Wayne, IN.

To register for the banquet send your check by February 16th.

Send your check (\$25 per person) and a list of individuals in your party to:

Engineers Week Committee

R.L. Guimont

923 Spring Street

Fort Wayne, IN 46808

If you have questions please contact Nancy at 260-422-7081 or [nancy@rquimont.com](mailto:nancy@rquimont.com)

John Chalmers and Bob Long are ASQ 0905 members who will be part of the entertainment at the E-Week Banquet on February 24, 2007 at 6:00pm. They are instrumentalists in the 'Little Big Band', who will play some great music on that evening. Come and support our ASQ Members at the E-Week Banquet and hear some Great Music!!

---

---

## Call for ASQ members with Certifications

May 10<sup>th</sup>, 2007 - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN

**“ASQ Certifications – How to pass & what it's worth.”**

Members with certifications will provide insight into the reference material, tools, and strategies they used to pass the test and discuss the value the certification has provided them. This information would be shared with other attendees who are interested in learning more about the certification that are available.

Members with certifications are not expected to make a formal presentation. They should simply be willing to share their experience and bring some reference material.

This is still in the planning stages:

**If you have a certification and are willing to participate in this forum please contact:**

Mark Maffey, (260) 434-5410, [r.mark.maffey@baesystems.com](mailto:r.mark.maffey@baesystems.com)

# QUALITY PROCESS UPDATE

FEBRUARY 2007

## QUALITY POLICY DEPLOYMENT PROCESS



### BIG GOAL

In this edition, we will look the “C-Suite” which is the group to whom ASQ members are trying to make the case for quality. From Airbus there are management communication lessons to be learned. From QualPro, there is a further assault on the economic case for six sigma. This is actually a marketing piece in disguise, as the QualPro approach essentially equivalent. However, it does injure the Quality Professional’s efforts to get continuous improvement in the accepted practice category. Finally, we’ll look at some present blockades on the road to systems quality.

#### Case History of Airbus

Airbus competes with Boeing. It was designed to be a “European champion” in the airplane industry. It is owned in part by Germany, France, and to lesser extents by Spain and the UK. The result was politics more fierce than any corporate battle. Politicians wanted to get work for their constituents. Such resource battles were kept in check by the master business architect: Jean-Luc Lagardere, whom everyone respected.

Mr. Lagardere had taught management by fear at his French Matra fighter jet business. In a culture labeled “ruthless,” Lagardere expected managers on the same level to ‘fight it out.’ The one who emerged was available for promotion. For example when Airbus was formed, two of his hand-picked possible successors fought it out. One succeeded and entered the negotiations for the merger. The other was locked out. His talents weren’t used. Obviously, he was very angry.

Suddenly Mr. Lagardere died as a result of complications during a hip replacement. The result was that everyone was released from the fear of him. However, they had all been trained to use the same managerial tactics. The angered manager did all he could to slow his rival and speed up his group to deliver Herculean successes. The culture became one of saying projects were on-time and on-budget: “green-lighted.” Everyone had witnessed what happened to those managers who reported “caution or red lights.”

The result seemed like a miracle. The new giant super-sized A380 plane received incredible numbers of orders. However, no one would look at what was really going on.

Normally, there are 2-3 years from first flight to first delivery. Airbus scheduled one year. As a consequence, there was a scarcity of engineers. Other root cause policy problems occurred: the Board, in order to improve ROI, opted not to improve the design software. That left the French engineers with 3-D software and the German engineers with 2-D. Now, take those scarce engineering resources and have them install the 300 miles of wire in the cockpit. There were no blueprints. They had not been finished because they had to be re-drafted in going from German to French systems.

In another example, customers became concerned when they saw that the wings coming from the UK were overweight. “How could this happen?” they asked.

Data from surveys of over 20,000 leaders show that if a project or program fails to address at least one of five key business issues, its probability of success falls to only 15%.

These business issues are as follows:

**Not dealing with reality and facts in setting deadlines;**

**Not speaking up about problems and concerns;**

**Getting true team member engagement in the project planning;**

**Skirting or manipulating the priority setting step;**

**Not holding senior management accountable for providing time, energy, and political clout.**

At Airbus, the leaders were at least guilty of not dealing with reality of deadlines and resources and of fostering a culture of not speaking up.

The old leadership was fired at Airbus. The new leaders said, “Political correctness nearly killed us. We just didn’t know how to tell each other the truth.” When there are high dollar values on the line (the A380 project bet the company farm), very strong feelings (managers trained to use fear as a motivator), and differing ideas, excellent leadership can be found in the conversations leading to the way out of not speaking up about problems.

Last month, we wrote about how a leader or a team member can construct a safe zone for discussing concerns. At Airbus, there was lack of respect for others, so they had to use shared purpose as a basis for establishing a safe zone. They obviously had lack of agreement and understanding, so they needed to work towards common points in the project and explain their visions: what they meant *and* what they didn't mean.

**“Political correctness nearly killed us. We just didn't know how to tell each other the truth.”**

*-Julian Talavan, union leader*

How does a team or leadership work towards common points, a mutual purpose? At the high level, it means switching from win-lose competition or an approach of giving-in to one of cooperation. Easy words, eh? The skill here is Deming's "REMOVE THE FEAR." When someone challenges us, the natural response is to resist. The harder the other one pushes or seems to manipulate, they more we resist. TRAIN YOURSELF THAT WHEN YOU FEEL THIS URGE: STOP. MAKE A COMMITMENT TO SERVE EACH OTHER'S BEST INTEREST, AND SAY SO IN A SHORT AND CLEAR STATEMENT. Write down some possible scenarios before you enter a meeting. Then, prepare a written response. Practice the responses. It is time consuming, but leaders really do this as do top-notch sales people.

If someone does not agree, make it safe for them to point out the issues. Try and resolve the differences by highlighting the actual points of disagreement. If you can resolve the issue, great. If not, begin a process of parsing the issue even more finely. Look at items like times that the issue arises, specific resources at issue, etc. **Don't dig in your heels or take a position.**

Rather take a page from the negotiator's handbook. First, determine the **BATNA-Best Alternative To a Negotiated (or No) Agreement**. Figure it out for both you and the other person. What will happen if we can't resolve this concern? That may well put you on the path to settling the issue. Is it worth continuing to argue over? Is the issue one that can be traded for another?

## **STRATEGY**

---

Notice how these five critical business issues line up with Scott Lasater (and the group at the January meeting)'s necessities for a successful six sigma process:

**Top Leadership is driving effort and demonstrates commitment.**

**Strategically/Vertically align project and corporate goals.**

## **Thoroughly plan the project**

**Use top talent.**

**Have “Finance-Approved” financial tracking.**

**Have long term commitment to train and change the culture.**

**Be certain there are rewards and recognition..as a system, not haphazardly.**

**Have Project Champions.**

**Have Project Tracking and Highly Visible Reviews of Progress.**

**Provide dedicated, full-time resources, especially trained Black Belts.**

**Build it into “Required Performance” for promotion. Be sure it is not just a Quality Department effort.**

**Actually use the DMAIC process.**

## **TACTICS**

---

### **The Home Depot**

Chances are your boss or the company's senior executives saw the Wall Street Journal article relating Six Sigma to Home Depot's CEO and his fall from power. The article, based on a marketing critique by QualPro, points to lagging stock prices of major adherents of Six Sigma, Home Depot's CEO among them. In particular, they point to 52 underperformers out of 58, including 3M, Honeywell, Lockheed Martin, Ford, Xerox, and Motorola. Only Federated, Starwood, Catepillar, Target and Whirlpool beat the 5-year average.

Some of their data and accusations are misleading. For example, as Scott Lasater pointed out, Motorola shot itself in the foot through the strategic choice of analog phones instead of digital phones. In other instances, the business cycle confounded the data: for example, construction equipment took off with the business cycle after 2003 and the tax cuts. Hence, Catepillar was a Wall Street darling.

In addition, this is an example of the difference between **CAUSE AND CORRELATION**. The well-executed Six Sigma examples do appear correlated with poor performance. However, there is little evidence that they actually caused the underperformance. In fact, they may have even mitigated the losses. For example, the stock market prices stocks based on the future growth of earnings. Many companies that have been successful in one field must duplicate that success in other products. That takes time and investment. Six Sigma may help squeeze extra cash

from the current, mature product line for investing in the next product line.

Looking at QualPro's Multivariable Testing (MVT) program as an alternative to Six Sigma, the company is very coy about saying what MVT is. According to Scott Lasater, who has substantial familiarity with it, the processes are similar to those of Six Sigma. However, MVT can not be dismissed so readily. The difference as touted by QualPro is that they will examine several variables at the same time and use multivariate statistics to tease out the causal factors. This is analogous to the differences between well-selected Taguchi variables and brute-force classical experimental design. Taguchi variables are most effective when there is little interaction between the main effects. Genichi Taguchi once explained to me that if you find interaction, then re-define your variable more properly to limit the interaction. George Box pointed out in the same discussion that interactions are more likely for "natural" processes such as chemicals and materials and less likely for processes like electronics.

Neither had contemplated the complexity of the arising biotechnology, genomic, and proteomic analysis efforts or of the extreme uses of composites. In fact, the quality assurance methods are definitely holding back optimal use of materials in these fields.



### **The Quest for Virtual Tests of Composites**

One of the advances coming on Airbus' A380 and even more so on Boeing's Dreamliner, is the extensive use of composites. Predicting the failure of these composites places an immense burden on the testing labs. The two planes above will require about 10,000 different test runs of materials and additional tests of the components just for certification.

Standard stress tests exhibit linear responses. Once damage begins, the tests lose their predictive power. The new tough engineering materials compound this problem because they involve non-linear processes occurring at the atomic scale to microscale and on up to macroscale. Examples include dislocations of rows of atoms, crazing (whitening) of polymers, and buckling and cracking of columns.

Researchers are trying to model all of these failure modes in the computer. Analogous to FMEA (bottom-up) and Fault Tree Analysis (top-down) they are concurrently modelling from the bottom up and the top down to create a virtual testing scheme to replace the tedious 10,000 sample routine.

Why? Obviously, cost is one concern. But, so are the cycle time to complete testing as well as the labor

involved. However, the bigger prize is unleashing the design possibilities for composites.

In most common composites, the fibers are applied in only one direction. To make the best use of the composites, the layers of one-direction material are stacked in different orientations to create the desired multi-directional composite. The layering creates many headaches for quality inspectors and quality assurance because frequently there are delaminations between layers. The technology to make multi-directional layers is well-known. So why use the layering method? The problem arises from the empirical certification system for aircraft. Each variant of direction is considered a new material! The entire matrix of testing would have to be applied to each variant!

The prize composite is one where the fibers are actually curved. In theory that means almost limitless number of fiber orientation possibilities. Certification by the current empirical methods is prohibitive, even though at a material level it makes zero sense. Therefore, simulations offer the only hope.

The follow-on question is how much detail of failure mechanisms is sufficient to give the same answers as real world tests? This is where quality assurance and systems quality will lead in the next 10 years.



### **Complex Part Inspection**

The metrology of complex injection molded parts is being revolutionized by optically generated inspection. Optical scanning technology augments rather than replaces classical tools like CMM.

The optical method relies on producing a "high density cloud" of data points to define the surface. The output is a 3-D chart of dimensions against a solid model developed in the CAD system.

This means that the inspection supersedes the concept of measuring a series of single "critical" dimensions. As QPU discussed several months ago, the Society for Manufacturing Engineers found that the single "critical dimension" method was heavily dependent upon the fixturing, and consistent pressure on the parts, parts that were somewhat flexible. Worse, they found that in-spec parts didn't necessarily make functioning systems.

Optical metrology has some of the similar drawbacks in that it is still tied to fixturing, especially if there is a cavity or hollow that can not be viewed directly from the surface. I have not yet seen an optical dimensioning unit for an interior part. However, they may be coming. At least one local dentist uses an optical scanner with a solid modeling program to produce a crown from a desktop CNC unit.

## ASQ meetings for the balance of the 2006/2007 calendar year

**Feb 8<sup>th</sup>, 2007** - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN  
"Development of robust and highly reliable processes and products using the  
AIAG *Reliability Methods Guideline* and AIAG *Reliability Implementation Guide*"  
Mark Braun, CRE, CQM, CQE, International Trucks and Engine

**Mar 8<sup>th</sup>, 2007** - Tour of the American Red Cross of Northeast Indiana  
1212 E. California Road, Fort Wayne, IN  
Hosted by ASQ member, Megan M. Pape, CQA

**Apr 11<sup>th</sup>, 2007** – Ivy Tech State College, 3800 N Anthony Blvd, Fort Wayne, IN  
Presentation of Ivy Tech's Quality related programs presented by the Program Chairs with a meal prepared by the students of the college's Culinary school. *Delicious!!*  
Note: This is a Wednesday evening.

**May 10<sup>th</sup>, 2007** - Hall's Guesthouse, 1313 W Washington Center Rd, Fort Wayne, IN  
"ASQ Certifications – How to pass & what it's worth."  
Members with certifications will provide insight into the reference material, tools, and strategies they used to pass the test and discuss the value the certification has provided them. This information would be shared with other attendees who are interested in learning more about the certification that are available.  
Members with certifications are not expected to make a formal presentation. They should simply be willing to share their experience and bring some reference material.  
This is still in the planning stages:  
**If you have a certification and are willing to participate in this forum please contact:**  
Mark Maffey, (260) 434-5410, [r.mark.maffey@baesystems.com](mailto:r.mark.maffey@baesystems.com)

## ASQ dinner meetings for the 2007/2008 calendar year

If you have program suggestions for the 2007/2008 calendar year, please contact:  
Megan M. Pape, (260) 480-8165, [PapeMM@usa.redcross.org](mailto:PapeMM@usa.redcross.org)

---

---

# Advanced ASQ Membership

Leadership and professional achievement do not go unnoticed by ASQ. The Society offers advanced levels of membership—Senior and Fellow—for individual members who represent the upper echelon of the quality profession and serve as the backbone of the Society. ASQ Senior and Fellow membership rewards members with enhanced benefit selections.

**Senior** membership status may be awarded to those individuals who have been ASQ members in good standing and meet the following criteria:

Have been an individual member for one year

Have 10 years of professional experience. Up to 4 years may be satisfied by graduation from an accredited university.

Have qualified in one of the following ways:

Conducting quality-related engineering, inspection, or statistical work, or applying quality on the job for at least 2 years.

Teaching quality or related arts or sciences at an accredited institution for at least 2 years.

Being a Senior Member or comparable grade in an American Society for Association Executives' list of recognized organizations.

Currently holding an ASQ certification that requires recertification.

To apply for Senior membership status log-in with your membership number and password at <http://www.asq.org>, click on the Membership tab, scroll down to Senior, click on UPGRADE, and download the application.

What a great evening At Thursday night's ASQ 0905's Dinner meeting!! If you got to attend the January 11, Dinner Meeting, you were treated to a really great evening of Food, Fellowship and a Wonderful Speaker (Mr. Scott Lasater) from the TQM Network.

For those of us who have had the privilege to see and hear one of Scott's presentations before, it was more of the same; another Great Topic and a very interesting Delivery! I first heard Scott speak at the TQM/ASQ 0905 joint conference 2 years ago in November. Scott has a very polished ability to bring across his message with a nice amount of humor and audience participation that keeps everyone paying close attention to what he has to say.

Thursday's topic was, "Why Organizations Fail at Lean 6 Sigma". Scott shared key things that cause 6 Sigma efforts to succeed or to fail. A few of these items to consider when embarking on your first effort are:

- 1) Strategy needed for Deployment
- 2) Proper Deployment; for this or any other program, for that matter
- 3) Making everyone aware that this is not a "Quality Program"
- 4) Utilization of Black Belts on a 'Part Time' basis
- 5) No financial backing
- 6) No formalized Projects
- 7) Not using the DMAIC system
- 8) Committed Leadership needed
- 9) Reviewing 'Lessons Learned'
- 10) Etc.

Suffice to say that there are many other details to be aware of and to put into perspective prior to attempting deployment. However, once this is done and you have your team on the same page with you, it is only a matter of time before you are reaping the rewards of a successful Lean 6 Sigma campaign!

Great Job, Scott!!

Review written by:  
Wayne Scherry



Thousands of projects, 11 Industries,  
2 Continents, and growing.

[www.leanprojectmanager.com](http://www.leanprojectmanager.com)

Check out the new "Small Team Edition"

- \* Easy to use software
- \* Support you can count on
- \* Project tracking, project planning, and document sharing for everyone

"I have found LPM very easy to use. It requires little to no training and allows me to quickly check the status of projects at the department and resource levels. I would recommend this product to anyone who is looking for a high value, cost effective solution to managing your projects and resources."  
Mark Flegge  
Chief Financial Officer  
AWS Inc.

Lean Project Manager is a product of



**WHAT IS NEXT AFTER CERTIFICATION???**

**IMPROVED PERFORMANCE OF KEY RESULT AREAS/ OBJECTIVES**

**IMPROVED COMPETENCY OF PERSONNEL**

**VENDOR DEVELOPMENT**

**INCREASED EFFECTIVENESS AND EFFICIENCY**

**INTERNAL AUDITOR DEVELOPMENT**

**ETC**

**WE CAN HELP**

**CONTINUOUS IMPROVEMENT SYSTEMS**

[WWW.CISINDIANA.COM](http://WWW.CISINDIANA.COM)

**260-724-4099**

[dcummings47@mac.com](mailto:dcummings47@mac.com)



ASQ  
 Section 0905  
 P.O. Box 11887  
 Fort Wayne, IN 46861-1887

**ASQ**  
 AMERICAN SOCIETY  
 FOR QUALITY™

Non-Profit Organization  
 U.S. POSTAGE  
**PAID**  
 Fort Wayne, Indiana  
 Permit No. 880

2005-2006 OFFICERS	COMMITTEE CHAIRS
Chairman ..... Mindy Robinson, PHD Corp. mrobinso@phdinc.com 260-479-2227 Chairman Elect.....Mark Maffey, BAE System Controls r.mark.maffey@baesystems.com 260-434-5410 Vice-Chairman.....Ron Fetter, Navistar ron.fetter@nav-international.com 260-428-3958 Treasurer ..... Kathy McPherson, ITT kathy.macpherson@itt.com 260-451-5314 Secretary.....John Chalmers, Ashley Industrial Molding jchalmers@ashinmold.com 260-587-9155, ext. 332	Arrangements ..... Jim Smith, BAE Systems james.e.smith@baesystems.com 260-434-5464 Education ..... Mindy Robinson, PHD Corp. mrobinson@phdinc.com 260-479-2227 Scholarships ..... Milt Gallmeyer, General Aluminum mgallmeyer@generalaluminum.com 260-356-3900 Membership ..... Brian Lanier, Ind. Oppurtunities indop@dmci.net 260-495-1732 SMP ..... Chuck Whitaker, Press-Seal Gasket usaimo@juno.com 260-436-0521 ext. 327 Outreach Chairman.....Steve Shoda, BAE Systems steve.shoda@baesystems.com 260-434-5654
REGION 9 DIRECTORS	Newsletter Editor ..... Leslie Zody, Autoliv leslie.zody@autoliv.com 260-244-2114 Recertification ..... Chuck Bandelier, bandel@netusal.net 260-244-5429 Examining ..... John Meier, SEABOL jmeier8@comcast.net 260-414-4126 Placement ..... Dan Templeton, amerI Patent dtempleton@amerIPatent.com 260-437-2622 Program Chair ..... Mark Maffey, BAE System Controls r.mark.maffey@baesystems.com 260-434-5410 Auditing.....Wayne Scherry, Ashley Industrial Molding wscherry@ashinmold.com 260-587-9155 ext. 331 Internet Liason ..... Jim Teeple, Ivy Tech Community College jteeple@ivytech.edu 260-480-4165 Senior Advisor ..... Dave Masanz dmasanz@verizon.net 260-745-7600
Director Dick McKeever 513-984-0047 Deputy Director Dick Coy 317-849-3489 Deputy Director Dorothy D. Shook 317-773-4399 Deputy Director Molly Brown 812-523-5547 Deputy Director John Chalmers 260-587-9155x332 ASQ National Headquarters 800-248-1946	