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**FEBRUARY  
2010**

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**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.*

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*Mailing Address:*

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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**

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## **February Meeting**

**February 18, 2010 ( Thursday )**

**Tour at Sweetwater Sound**

**Arrival: 5:45 PM**

**Tour: 6:00 PM**

**No Cost**

**50 Person Limit**

**Sweetwater Sound**

**5501 U.S. 30**

**Fort Wayne, IN 46818**

**For reservations contact James Smith :**

**[james.e.smith@baesystems.com](mailto:james.e.smith@baesystems.com)**

**Telephone: 260-434-5464**

**Visit Sweetwater.com for information about  
Sweetwater Sound.**

# April Conference with Dennis Arter

## Dennis Arter Biography:

Dennis R. Arter has been an independent consultant since 1984. His primary service is instruction in the field of quality auditing. Dennis has served a wide variety of clients, including government, manufacturing, energy, chemicals, aerospace, food, software, agriculture, finance, medical devices, pharmaceuticals, and health care. He is a Fellow of the American Society for Quality (ASQ) and active in the Customer-Supplier Division. He served on the ASQ Board of Directors in 2001-2003.

In 1988, Mr. Arter was selected to present his auditing instruction nationwide on behalf of the ASQ. Over 9,000 people have learned auditing principles and practices from him. Arter's book, *Quality Audits for Improved Performance*, was first published by ASQ's Quality Press in 1989, revised in 1994, and revised again in 2002. The book has sold over 40,000 copies and is published in Spanish as well as English.

Prior to the fall of 1984, Mr. Arter worked for Westinghouse, Virginia Power, and the United States Navy. He has a degree in biochemistry from the University of Illinois (1969). Dennis is an ASQ Certified Quality Auditor and a licensed mechanical engineer. He is married, with one grown child and one grandchild. He and his wife of 35 years live in eastern Washington State.

## Quality Auditing Workshop, April 8, 2010

- \* Session 1 – **Basics of Auditing** (Four fundamental rules, intended for the bosses)
- \* Session 2 – **Dump, Chunk, & So What** (Turn audit reports from boring to brilliant by focusing on the disease, rather than the individual symptoms)
- \* Session 3 – **Process-based Audits** (The new way to examine systems, using turtles and customized checklists)
- \* Session 4 – **Audits for Supply-chain Excellence** (How the audit fits into supply-chain management), OR
- \* Session 5 – **Future of Everything** (How accelerating technology change will lead to artificial general intelligence within 30 years and how quality professionals will change)
- \* Session 6 – **Panel Discussion** (Reps from three sectors – general manufacturing, highly regulated, and conformity assessment – join with me to explore a variety of topics. About 1.5 hours duration.)
- \* Evening Presentation – **Future of Everything** (see above), or **Feeding on Wikis and Blogs** (use of social networking tools for collaboration and knowledge. Internet req'd.)

# 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:

1. Conducting quality-related engineering, inspection, or statistical work, or applying quality on the job for at least 2 years.
2. Teaching quality or related arts or sciences at an accredited institution for at least 2 years.
3. Being a Senior Member or comparable grade in an American Society for Association Executives' list of recognized organizations.
4. 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.

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## CANstruction Charity Event

Nathan Prieshoff would like to organize a team for a Charity that you may already be familiar with called "CANstruction". This is a national organization with over 100 event locations. Groups compete to build giant structures out of donated canned goods which are then given to food banks, soup kitchens, preschools, etc. This would be a great way to branch out into our community in a not-so conventional way to gain visibility/ interest in the group. Interested team members Should contact Nathan at [Nathan.Prieshoff@Medtronic.com](mailto:Nathan.Prieshoff@Medtronic.com) or 574-371-3485.

The first hurdle is that the team must be sponsored by an Engineer, Architect, or Designer within the Architectural Industry before committing to the event. He is looking for help in locating such an individual. If you, or anyone you know (especially within the section) works in the architectural industry that you think might be interested, Please have then contact Nathan. It would really be appreciated.

Check out the cool stuff other teams have built at <http://www.canstruction.org/>

# March Meeting Information

## *ASQ-NEIS Chapter Meeting – March 11, 2010*

### **“Risk Management Principles and Practical Applications”**

**Greg McCormick, PMP**

Considering today’s ever-changing and often-unstable business environment, risk management has been referred to as today’s business imperative. Managers, customers, and supply chain partners want confidence in a business’s sustained viability. A comprehensive risk management program identifies, analyzes, and mitigates events and situations that could disrupt business processes.

Our program is intended for anyone interested in understanding the terminology and basic principles of enterprise risk management (ERM). The presentation will be of value to managers and employees of organizations of all sizes and organizational structures (for-profit, not-for-profit, government agency). During his presentation, the speaker will draw on work experience to discuss risk management principles and their application to:

- Quality Assurance
- Project Management
- Business Continuity Planning (BCP)
- Supply-Chain Management
- Safety & Security

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## **Directions to Sweetwater**

Sweetwater is located at 5501 US Hwy 30 W, Fort Wayne, IN 46818.

### **US 24/30 traveling from the east**

As you approach Fort Wayne, turn right at the I-469 W entry ramp, and continue on I-469 for 6 miles. Exit onto I-69 South and continue for approximately 6 more miles. Take exit 109B toward Columbia City/Elkhart and continue onto Highway 30 W. At the first stoplight, turn left onto Kroemer Road.

### **US 30 traveling from the west**

Leave Columbia City on US 30 E and drive 13.8 miles. Turn right at the stoplight on Kroemer Road.

### **US 24 traveling from the west**

Leave Roanoke on US 24 and continue for approximately 7 miles. Exit -69 North ramp and continue for 7.5 miles, until you come to Exit 109B (Columbia City/Elkhart). Exit and continue on US 30. At the first stoplight left onto Kroemer Road.

### **US 33 traveling from the west**

As you enter Fort Wayne, continue through the stop light at Washington Rd. for .9 miles. Take the exit marked South US 33/I-69 to Indianapolis. Continue on I-69 until you come to Exit 109B (Columbia City/Elkhart). Exit and continue onto Highway 30 W. At the first stoplight, turn left onto Kroemer Road.

# QUALITY PROCESS UPDATE

February 2010

## QUALITY ENGINEERING AND MANAGEMENT IN THE NEW TIMES

A funny thing happened on the way to an ASQ 0905 section meeting, a discussion broke out!!

Jim Lee and Bill Mitchell at SimpleQue had just completed a high quality presentation on Honda's Supplier Risk Management system. The question arose, 'How can Quality Professionals accomplish such a system in the new world of reduced resources?'

One of the first answers back: 'Lean out the system.' The retort was that 'Leaning is just management-speak for cutting heads.' Someone else replied, 'No, leaning is getting rid of waste!'

Comments began flying about applying lean to quality systems, including the Honda Supplier Risk management process. Let QPU expound on two

- √ Supplier Quality Engineers and Auditors need to be doing more than following checklists with blinders on; and
- √ Auditors need to focus on what's critical.

### SQEs' and Auditors' Roles

'Whenever I go to a supplier, I look at the parking lot. Are there an appropriate number of associates' cars in the lot?' 'I get a feeling for the whole business, not just what is on the checklist,' stated one young auditor.

"Checklists are a tool, not an end," declares Jim Rubin a New York-based former diplomat and now-Columbia professor. He goes on, "Checklists are not for the simpleminded." "Far from it," he says in the *Wall Street Journal*, "They are for overtaxed professionals who revel in complexity."

Some quality professionals are bullied by management, company lawyers, and/or prescriptive auditors into designing checklists to decrease liability rather than assisting the quality professionals. Therefore, it behooves the SQEs and auditors, those feet on the ground, to evaluate the total of what they see.

### Auditors: What they see

'If 900 rulers have been in calibration ever since the company was founded, then there is no need to give them the emphasis in an audit that may be due to a trouble spot,' commented one of our section's auditing professionals. He continued, 'Spend your time where it matters most. Give the rulers a light brushing, just to be certain, but don't hit them hard repeatedly audit after audit.' It is probably wasted time and effort.

Think of using reduced sampling plans during audits or the more general Bayesian analysis to select what to audit. Bayesian methods, even if not with rigorous mathematics, may still inform the choices of what to audit.

**That is an example of leaning out the quality system process. Build it into the QMS!**

## CHECKLISTS IN HEALTH CARE: PROBLEMS WITH PROTOCOLS

Atul Gawande has just published “The Checklist Manifesto.” The book expands on his 2007 essay on how stupid mistakes in surgery can be reduced significantly by using pre-operative checklists. Dr. Gawande cites several examples: his own operating room war stories and tales of Johns Hopkins dropping infection rates from 11% to nearly zero through strict cleanliness protocols. He emphasizes how the checklist protocol is transferable: a Michigan hospital system used the Johns Hopkins approach and witnessed similar reductions.

Dr. Gawande concludes that, “Checklists seem able to defend everyone, even the experienced, against failure in many more tasks than we realized...catching mental flaws.” Checklists are our brain’s safety net.

A commentator, Philip Howard, in the *Wall Street Journal*, notes that many aspects of modern life are over-checklisted, from educators to stage gate processes. The utility of checklists varies with the nature of the task—some are highly systematized, some depend on judgment and the individual. Mr. Howard concludes broad formal protocol regimes can actually be disruptive. People need the freedom to take responsibility. Some checklists are better left as informal reminders—particularly when the consequences are not drastic or possibly tragic.

## HAS YOUR ORGANIZATION ACHIEVED LASTING GAINS FROM PROCESS-IMPROVEMENT PROGRAMS SUCH AS SIX SIGMA?

What do some New Years’ resolutions and Lean Sigma have in common? Answer: Great starts that fall away as motivation wanes.

About 60% of all corporate Six Sigma initiatives have reportedly failed to deliver the desired results. Dr. Chakraworty at Kennesaw State University studied process-improvement programs at large companies over a five year period to find out why.

Dr. Chakraworty likens the continuous improvement process to a spring. Continually improving keeps stretching the spring until the metal finally yields, being a spring no more. He cites cases at an aerospace company that implemented over 100 improvement projects, only to find out that within two years, less than 50% had generated sustainable gains.

During the initial improvement process, a Six Sigma expert was assigned to guide the team. As the team collected data, the expert helped the team identify changes that were most needed. The expert outlined the “to-do” list. Most team members felt management’s stare to improve. The team succeeded, declared success, and moved on.

The yield phase began when management pressured associates to keep up with daily duties while doing further improvement projects. Some team members started falling back into old habits.

The Six Sigma expert, that neutral voice, the performer of advanced statistical analyses, eventually left. No additional Six Sigma training followed. No one stepped up to the expert’s leadership role. The project waned.

### Dr. Chakraworty’s Lessons Learned

- √ **The expert must remain until managers can be trained to take that role; (like managers don’t yield)**
- √ **Performance appraisals need to be tied to implementation of improvements (Fear/Accountability)**
- √ **Keep teams to 6 to 9 members.**
- √ **Executives must be directly involved, not just “supporting”**

QPU notes that maybe leaning out the daily duties would free up time to continue the improvement process. Besides the examples mentioned earlier, another leaning method may be captured in “AUTOMATE OR DIE.” Look at the daily routine for repetitive steps that can be automated or eliminated.



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