
**JANUARY
2008**

What's Inside

**January Dinner
Meeting**

Chairman's Column

Quality Progress Update

Call for Instructors

**1st Annual ASQ
Symposium**

Scholarship Application

**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 - January 10th

Achieving Competitive Excellence

Jan 10th, 2008

Hall's Guesthouse

1313 W Washington Center Road
Fort Wayne, IN

Social at 5:30

Dinner at 6:00

Presentation approx 6:30

RSVP by Monday, Jan 7th

Jim Smith

260-434-5464

james.e.smith@baesystems.com

Dinner \$19.00

If you make a reservation and then find you can't attend, please have the courtesy to notify Jim of the cancellation.

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

QUALITY CALCULUS

The math of change and motion in the Quality profession



Volunteers, some traditions die hard. We have been working on the 62nd Anniversary Celebration book since about April. The first rough draft was completed awhile back. Now, we have been blessed with a group of veteran members who have stepped up to help get the story more complete (and accurate). I want to express my appreciation to Lowell Dusseau, who has been driving this project from the start. He managed to rally veterans like John Kalb, Dave Masanz, and Les Flott. Others like John Chalmers, Wayne Sherry, and Hank Gallmeyer have contributed significant chunks of historical records.

We noticed a few trends. There have been at least two inflections in the quality profession. One came in the late 70's and early 80's. American quality gurus brought quality back from Japan. At least that's the way the story goes. John Kalb pointed out a different version. When QC and SPC were first introduced into main-stream manufacturing in the 50's and 60's, the QC people were using hand-crank tabulators to calculate sigma, average, etc. By the time the calculations were done, the product had already been shipped. QC was a CYA function.

The change was wrought with electronic calculators and then simple computers, and even DataMytes. Now SPC could be nearly real-time. Electronic computers fertilized the ground into which Deming, Crosby, Juran, and others could plant and see amazing results. The Quality Revolution was as much timing as it was crisis-epiphany. ASQ lead the Quality Revolution. But, it may have been too successful in getting quality into the fabric of the workplace. ASQ's monopoly of the Quality Professional world began splintering in the 90's and continues to today. Six Sigma arose and had a certification that some employers recognized. ISO 9000-1994 pulled the standard development prop from under ASQ. Universities, technical schools and consultants overran the education arm.

Education, as developed by Lowell and Dale Clark, fed the section's coffers for years, allowing it to amass over \$120,000. Today, getting attendees for classes is a struggle.

I believe history will point to the Internet as the next inflection point in the Quality profession, especially in education. Classes anytime, anywhere, (well almost anytime: try ASQ's new web-based training: <http://www.asq.org/training/formats/web-based/index.html>; Section meetings overcoming the physical size of the section's territory through on-line meetings; Reference libraries from your keyboard (or touch screen or voice activated program): ASQ Quality Press has entered into an agreement with Google Book Search (<http://books.google.com>) which provides the ability for users to search a wide variety of books by particular search terms and provides content for individual pages.

Tell me how you like those experiences. We'll include the results in a Section note so that everyone can see what is good and what needs improvement.

Speaking of improvement, we have come to learn that our Section-wide communications may be broken. Last month I received e-mails from several members (we have 491 at last count). They had not received the Histogram postcard, the Histogram e-mail, or any other contact from the section. So I am asking for volunteers to find the root causes of our problems and help fix it.

Already we have identified the following:

- our membership list needs cleaned;
- e-mails were filtered out, so the web site was not current;
- we lack feedback loops in our communications;
- the electronic Histogram was getting too graphics intensive for e-mail.

QUALITY PROCESS UPDATE

JANUARY 2008

QUALITY POLICY DEPLOYMENT PROCESS



DEPLOYMENT

Quality continues to a sales factor in the news. The Wall Street Journal, read by the executives to whom we want to make the “Case for Quality,” noted there are an average of 28 announced recalls each week (compiled at www.recalls.gov). However, the typical recovery rate is less than 20%. Worse, often there is no central database that allows consumers to match product numbers with a recall notice.

One such case illustrates the lack of Systems Quality, a tire recall. In the case, the consumer received a notice that the tires sold to her possibly had a defect associated with separation of the tread. Dutifully, she took the car to the dealer who assured her that the tires were not part of the recall. For two more years, she had the care serviced regularly at a large chain service center. The tires were never flagged as being from a defective lot. The tire separated one week after the last routine service check. The result of the separation was a rollover accident.

FMEA

People: Investigators say that the public tends to ignore recalls unless it is relevant to them, and involves a product having a high cost. People ignore them because they decide that it is not worth the trouble to take it back to the store or write to the manufacturer for a refund or replacement. This may be due to the low value or transient life of the product. It may also be due to the hoops that retailers and manufacturers establish to make exchange not worth the effort. Some of the hoops are legitimate because there are enough scammers who try to take advantage of the recalls. Additionally, the products may not have readily findable lot codes and lack the central databases.

A second “People” failure is that often the users never know that the particular product has been recalled. When it comes to getting the word out, it may be difficult to track the lot through the distribution chain, particularly if break-bulk distributors are involved. In most cases, the consumer only finds out through news coverage. Sometimes there are advertisements and notices to registered users.

In the case of cars, people are supposed to register the tires with the manufacturers, who tie them to the vehicle identification number, the VIN. In theory, yes, in practice, they seldom are. Regarding tires, only two recalls in the last 10 years have recovered over 50% of the defective products. One massive recall of hundreds of thousands of Chinese tires, netted 4% returns.

Methods: When a recall of tires occurs, the federal safety officials send warning notices to registered customers and dealers citing the specifications and the “DOT Number.” The DOT Number is the lot code molded into the tire with week and year when the tire was molded. The National Highway Traffic Safety Administration, a department within DOT, runs a central database of recalled tires, but it isn’t searchable by DOT Number. The NHTSA publishes a compiled list sent to tire shops, but with no feedback loops to assure that it is the most current book, that all of the pages are present, or the book is even used.

Tire shops often carry only certain brands. It is only for those brands that the shop gets notices from the manufacturer. If your car has brand X, and the tire store has brand Y, the tire shop may never have gotten the notice.

Also, shops that service oil and rotate tires, often don’t receive the notices. In addition, they are not expected to look for recalled parts, even tires.

A final “Method” failure mode, which impacts the recovery metric, is that many times the tires have been on the road for several years before enough history has been investigated to warrant a recall notice. By that time, many tires have already completed their service life.

One solution to the system problem involves incorporating RFID tags into the tires and compiling a national central database. NASCAR, airlines, and commercial truck lines are doing this routinely in some cases.

But, the question remains, how could this systemic failure have been spotted before the rollover? One emerging approach is **Anticipatory Failure Determination**, a process using TRIZ methods to put FMEAs and Fault Trees on steroids. In AFD, the process for tracing tires is mapped. The various failure modes for each component are assessed downstream to the product. The resultant failures are worked back upstream. So far, this is standard reliability engineering. However, to lift the “blinders” from the analysis: the “that can’t happen” mentality, AFD turns the question on its head. AFD asks, “What do we have to do to ensure this failure occurs?” Once, those events are laid out, TRIZ methods are used to eliminate one of the process steps, thereby ensuring that the process can never happen.



Using Checklists to Improve Intensive Care

Several quality professionals are training healthcare teams to use techniques from the military. An example includes the transfer of information at change of shift such as found on nuclear submarines. Likewise, pilots still go through a checklist during takeoff and landing.

However, the Wall Street Journal is reporting that the success of the checklists is insufficient to sway the medical community’s faith in the treatment specialists.

An Israeli team calculated that an average patient required 178 individual actions each day while in ICU. That was over a decade ago, and the

medical profession keeps adding machines and methods needing vigilant monitoring. Intensive care’s complexity may soon reach the limits of the specialists to track all of the various parts.

The counterargument to checklists is that tens of thousands of checklists would be needed to cover every combination of medical issues.

To resolve the conflict, some hospitals have applied the Pareto rule. In Michigan, they have established checklists for basic procedures like anti-infection measures. The results have been very positive, cutting infections 66% in intensive care units that enforced the Johns Hopkins checklist use.



China arrests 774 in product crackdown

The wave of criticism that was directed at Chinese products during 2007, resulted in Chinese authorities arresting at least 774 people for production of fake drugs and substandard food. The program was headed by the vice-premier. Imagine Dick Cheney or Al Gore leading a quality clampdown. The program is a classic command-and-control quality strategem relying on inspection.

In addition, the government began enforcement of a new recall mechanism that was recently introduced.

The other points of the program are first: a market access mechanism. It requires producers of products that may have an impact on safety, health and the environment to obtain production licenses and mandatory certifications.

The second is the national product quality supervision and sample inspection mechanism. China conducts national sample inspections and makes the results publicly known via the media.

The third is the in-house quality inspection mechanism, which ensures that products delivered to the market are safe.

China is intensifying its efforts to develop an electronic supervision network over product quality. The network closely monitors the quality of different products, thereby enabling consumers to make inquiries, lodge complaints and ask for compensation whenever they discover fake and inferior products.

Call for Instructors

I'm currently in-process of updating our database for individuals who may be interested in instructing the Refresher courses which review the ASQ Body of Knowledge for each of the applicable certification exams. Refresher courses are intended to help exam applicants prepare for taking an ASQ certification exam. These courses are delivered in a traditional classroom setting with a great amount of interaction between instructors and participants while reviewing the BOK, primer materials, and sample exam questions. Each course is designed with 24 contact hours and sessions may be scheduled to accommodate an instructor's availability (including evenings).

If you are interested in being an instructor and have successfully passed an ASQ certification exam, or if you consider yourself a topic matter expert in a related field, contact me to be put on our list for consideration. Instructors are compensated at a competitive local higher learning institution hourly rate and can gain RUs for maintaining their own certifications!

James Teeple
ASQ 0905 Education Chair

Phone: (260) 480-4165
Email: jteeple@ivytech.edu



1st Annual ASQ Problem Solving & I

■ WHAT:

- Symposium focuses entirely on Problem Solving
- Strategies, Tools & Techniques, Case Studies
 - Lean Six Sigma, Shainin, New Solutions

■ WHEN:

- Thursday, March 20, 2008
- 8 AM - 5 PM: Symposium ♦ 5 PM: Reception

■ WHERE:

- Sinclair Community College, Dayton, OH
- Charity E. Earley Auditorium, 4400 Sinclair Ave.

■ FEE:

- \$150 early fee includes all sessions, materials, and meals
- Breakfast, lunch, refreshments, parking

■ CONTACT:

Overview of ASQ

With more than 100,000 individual and organizational members, The American Society for Quality is the world's leading authority on quality.

ASQ helps people — from everyday consumers to seasoned professionals — learn more about quality and use what they learn to create better workplaces and communities worldwide.

We offer technologies, concepts, tools, training and an active network of quality practitioners second to none. Many ASQ board members and member leaders are able to speak at your meeting or event on various subjects such as the ASQ Futures Study and innovation.

Founded in 1946 and headquartered in Milwaukee, ASQ is a founding partner of the American Customer Satisfaction Index (ACSI), a widely watched quarterly economic indicator that rates customer satisfaction with a wide range of goods and services.

ASQ also provides the Quarterly Quality Report, which measures customer perceptions of the quality and reliability of products and services.

Since 1991 ASQ also has been the sole administrator of the prestigious Malcolm Baldrige National Quality Award.

RECENT CERTIFICATIONS

Below are the names of individuals who passed the **October 2007** exams.

Congratulations on this milestone in your career!

Come to the next dinner meeting and get a **FREE DINNER!**

Certified Quality Tech.

Fisher, Fred C.

Haywood, Robert C.

Messer, Lisa A.

Certified Manager of Quality/Organizational Excellence

Certified Quality Inspector

Certified Six Sigma Black Belt

It is scholarship time again!

This year the Northeastern Indiana ASQ section 0905 will again be awarding scholarships to deserving individuals. These scholarship will be awarded on criteria including enrollment in a qualifying major, grade point average, financial need, extra curricular activities, and presentation of the application. Applications and official transcripts must be received by February 1, 2008. The scholarships will be awarded during the March 2008 meeting. **See the next page for an Application.**

Recertification Contact Person

Mr. Chuck Bandelier
3543 E. Arabian Drive
Columbia City, IN 46725
260-244-5429
cbandelier@embarqmail.com

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 for more details.



Come visit our redesigned website
www.leanprojectmanager.com

Lean Project Manager – Policy Deployment software designed to:

**Accelerate Lean Results
by 50% or More.**

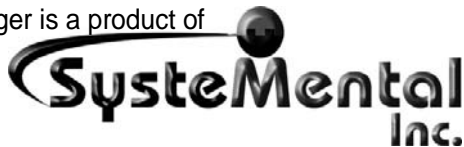
Free Consultation Offer:
www.LeanProjectManager.com/asq

"LPM has been the
ideal solution for us."

Mark Flegge
Chief Financial Officer
AWS, Inc.

**Real Plans,
Real Deployment,
Real Results**

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

260-724-4099

dcummings47@mac.com

Attend an Aptimise Event



Upcoming Events:

TOC PROJECT MANAGEMENT

Move from the Present State to Future State
while Managing the Buffer

January 25th, 2008

9:00am - 4:00pm *Lunch provided*

ISO13485 Internal Company Auditor

With John Meier

February 28-29, 2008

8:30am - 4:00pm *Lunch provided*

Consultants in competitive advantage
9910 Dupont Circle Drive East, Suite 140, Fort Wayne, IN

www.aptimise.com

Registration per event:

Single registrant:
\$375/person

Two registrants from same company:
\$325/person

Three or more registrants from the same company:
\$275/person

Purchase orders or credit cards accepted.

To register call 260-407-0388

Learn Lean Tools in 20 minutes a day.
Choose only the tools you want to learn.
Make individualized training cost effective.

**Use Aptimise-edu's Lean Tools
microeducation modules.**



Consultants in competitive advantage



Course library includes:

- 5S
- 7 Wastes
- A3
- Kaizen
- Visual Controls
- English & Spanish

Experience a FREE, complete Lean Tools module

Go to learn.aptimise-edu.com

Login as username: ASQguest ■ password: performance

Energy-Dispersive X-Ray Diffraction available through Aptimise

Highlighted by Fox News -
Anti-counterfeiting of
Pharmaceuticals using the EDXRD
For a link to this video visit
www.aptimise.com/xstream.html

Non-destructive Testing of

- Pharmaceutical Formulations
- Nanocrystalline Materials
- Steel Crystal Formation
- Semiconductor Crystal Planes
- Crystalline Coatings

Call Dave Ramsey at 260-407-0374 for more information.



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

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

2005-2006 OFFICERS	COMMITTEE CHAIRS
Chairman Dan Templeton, amerIPatent LLC dtempleton@amerIPatent.com (260) 437-2622 Chairman Elect.....Mark Maffey, BAE System Controls r.mark.maffey@baesystems.com (260)-434-5410 Vice-Chairman.....Chuck Whitaker, OBM Enterprises Inc. blackhawkmgf@juno.com (260) 385-7546 Treasurer.....John Carlson, ITT Aerospace/Communications Division john.carlson@itt.com (260) 451-5751 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 James Teeple, Ivy Tech Community College jteeple@ivytech.edu 260-480-4165 Scholarships Milt Gallmeyer, General Aluminum mgallmeyer@generalaluminum.com 260-356-3900 Membership Brian Lanier, Ind. Oppurtunities sblgo@verizon.net 260-495-1732 SMP Shelly Darland, American Medical Response shelley@rugrowing.com 260-237-1112 Outreach Chairman.....Steve Shoda, BAE Systems steve.shoda@baesystems.com 260-434-5654 Newsletter Editor Leslie Zody, Autoliv leslie.zody@autoliv.com 260-244-2114 Recertification Chuck Bandelier, cbandelier@embarqmail.com 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.....Megan Pape, Red Cross papemm@usa.redcross.org 260-480-8165 Auditing.....Wayne Scherry, Ashley Industrial Molding wscherry@ashinmold.com 260-587-9155 ext. 331 Internet Liason J. Canaveral, Red Cross CanaveralJ@usa.redcross.org 260-557-9983 Senior Advisor Dave Masanz dmasanz@verizon.net 260-745-4600
REGION 9 DIRECTORS	
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	