
**JANUARY
2010**

What's Inside

**Dinner Meeting for
January 2010**

Speaker Bio's

**'CAN'struction Charity
Event**

**April Conference with
Dennis Arter**

Refresher Courses

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

January Meeting

January 14, 2010 (Thursday)

Arrival: 5:30 - 6:00 PM

Dinner: 6:00 PM

Presentation: ~6:30 PM

Cost is \$19/person for dinner

**Don Hall's Guest House
1313 West Washington Center Road
Fort Wayne, IN 46825**

For reservations contact James Smith :

james.e.smith@baesystems.com

Telephone: 260-434-5464

Top supplier problems addressed by Honda, and how it relates to our companies

Summary:

Supply chain risks affect all of us. Some companies manage their supply chain risks more effectively than others. We find those companies that have lived through major crises are those that manage their risks more effectively with proactive planning. Learn some best practices on how your company can minimize supply chain risks.

Honda's JD Powers rankings were deteriorating. A pareto of their issues pointed to their supply chain as the top cause. Honda evaluated 18 months of supplier quality and warranty rejects, supplier recalls, and supplier audit results. What they discovered were four common root causes for their supply chain problems. Come hear us speak about this study, what Honda is doing, and what other companies are doing about managing their supply chain risks.

Beyond quality problems, the second recession of the decade creates other supply chain risks. Honda has a patented process and tools to manage risk in the supply chain including measures that can be added during times of economic and industry uncertainty. We'll also touch upon this aspect of supply chain risk and what other companies are doing from a bigger picture view.

Presenters Bio's on page 2.

January Meeting Presenters:

Jim Lee is president of simpleQuE. Jim was formerly President and Chief Operations Officer for EAGLE Registrations. EAGLE provides third party certifications to ISO 9001, ISO/TS 16949, QS-9000, AS9100, TL 9000, ISO 14001, ISO 13485 and HACCP. His main responsibility was to oversee global operations for EAGLE throughout the US, China, Korea, Taiwan, Mexico and Ireland.

Prior to joining EAGLE, Jim held executive management, engineering, procurement and quality positions with Emerson Electric, General Motors, Huffy Corporation and Systems Research Laboratories (Armstrong Aerospace Medical Research Laboratories. Jim also was an owner of ACLASS Corporation in Arlington, Virginia that performs laboratory accreditations to ISO/IEC 17025. ACLASS was sold to ANSI-ASQ National Accreditation Board (ANAB) in September 2007. Jim serves on several boards.

With 25 years of experience in quality and manufacturing, Jim is a certified manager of quality/organizational excellence (#762) and certified quality auditor (#2766) with ASQ, an IRCA certified QMS lead auditor (#01187551), an IATF certified ISO/TS 16949:2002 auditor (#3-US-06-07-0467), and a RABQSA certified Aerospace Auditor (#95526). He holds a bachelor's degree in electrical engineering from Ohio University and is also a six sigma quality black belt leader and champion. Having served on various ASTM subcommittees developing standards for juvenile products, Jim was appointed by the U.S. Department of Transportation to a blue ribbon panel of experts to resolve incompatibility issues between child seats and automobiles in 1995, and was awarded "Friend for Life" by the Colorado Advocates for Child Transportation Safety. In 1996 Jim was awarded Champion for Quality by ASQ and is currently a senior member.

Bill Mitchell is Business Development Executive of simpleQuE. Bill was formerly Regional Account Executive for BSI Group – a leading global provider of management systems assessment and certification solutions – where he oversaw sales of quality management registration services and served as the liaison between customers and auditors.

Prior to joining BSI, Bill held the same position at QMI, North America's leading management systems registrar and a pioneer in the ISO movement. In addition to assisting in regional marketing analysis and development of programs, he helped develop and implement new product lines for the Cleveland-based company.

Bill also was Midwest Sales Manager for CRS Registrar/SAI Global, where he increased sales by 83 percent while growing new customers 90%. He implemented a Customer Loyalty/On Demand Service program by developing initial contact guidelines and created lost sales tracking to identify areas of improvement in the sales process. In addition to planning new and current customer events, Bill developed source tracking to assist in the production of marketing programs and budget plans.

Bill's 19 years of customer-focused professional experience also includes success in automotive sales and small business ownership. He has launched Internet sales programs, established offices in multiple markets and cultivated associations with a wide variety of audiences. Above all else, he takes pride in customer service, building relationships and helping clients find solutions.

PMP® Exam Preparation Course

Project Management Professional (PMP®) Exam Preparation
Developed in concert with the PMI – Northeast Indiana Chapter

PMI-NEIC in partnership with IPFW will be holding a PMP exam prep class starting in January. It's scheduled to be 8 classes, each 3 hours long and optional weekend workshops to cover questions that people may have with the practice exams. I've been working on creating the material for it for weeks now! I'll be teaching it with my teaching-partner, Lynn Tidwell.

Here is the address to the IPFW catalog page that describes the class: <https://learn.ipfw.edu/CourseStatus.awp?~~10SBUS475>

Here's the schedule for the upcoming classes:

What	Date
Class 1	Tuesday, January 26, 2010
Class 2	Tuesday, February 02, 2010
Class 3	Tuesday, February 09, 2010
Workshop 1	Saturday, February 13, 2010
Class 4	Tuesday, February 16, 2010
Class 5	Tuesday, February 23, 2010
Class 6	Tuesday, March 02, 2010
Class 7	Tuesday, March 09, 2010
Workshop 2	Saturday, March 13, 2010
Class 8	Tuesday, March 16, 2010

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 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/>

Refresher Course Schedule

Workforce & Economic Development of Ivy Tech Community College - Northeast will be offering certification refresher classes on the following dates:

CMQ/OE, CQT, and SSBB refresher classes will meet on Saturdays, January 23rd through February 27th in preparation for March 6, 2010 exams.

Classes will meet from 8:00am to 12:00pm in Carroll Hall at the Ivy Tech Community College "North Campus" (Stellhorn & St. Joe)

Cost is \$279

For directions and/or to register, call Ann Travis at (260) 480-4118

For more information, contact ASQ 0905 Education Chair, James Teeple at (260) 480-4165 or jteeple@ivytech.edu

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.

Scholarship Time

It is scholarship time again! This year the Northeastern Indiana ASQ section 0905 will again be awarding scholarships to deserving students. These scholarships 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, 2010. The scholarships will be awarded during the March 2010 meeting.

QUALITY PROCESS UPDATE

January 2010

TEAMS: THERE MAY BE MORE TO MAKING THEM PERFORM

An elementary school multiple choice test once asked: When people work together to build a house, will the job probably (a) get done faster, (b) take longer to finish, or (c) not get done?

Hint: think teams. The designated correct choice is supposed to be *a*—the work gets done faster. From the days of “Quality Circles” to today’s ASQ Team Challenge, model teams have touted as the democratic—and the efficient—way to get things done. Successful teams and their effects on a business are self-evident. But, how does a successful team really come about? Research consistently shows that teams underperform, despite all the extra resources they have. It sounds analogous to “our solution has been to throw money/resources to make things better.”

One cause of the underperformance is problems with coordination and motivation typically chip away at the benefits of collaboration. But, further US management may be making an error in managing teams. Good teams are often in competition with other teams, and that dynamic can also get in the way of real progress.

With these two issues the question to ask is whether having a team is often worse than having no team at all.

One remedy is that teams have to be bounded.

If there is going to be a team, the leader ought to first make sure that you know who’s on it. That is frequently not the case in cross-functional teams, especially those that are not co-located. In a recent book, the authors collected and analyzed data on more than 120 top executive teams around the world. Not surprisingly, almost every senior team thought that it had set unambiguous boundaries. Yet, when members were asked to list their team, fewer than 10% agreed about who was on it.

Worse yet was the mission of the team, what task was supposed to be done?

But, conventional wisdom aside, is establishing tight boundaries a good thing? A well-established idea within social network analysis is that an open-structured network, think a firework-burst, where there is a central leader and the other people don’t really have any direct ties with one another, performs better in certain competitive settings.



Open node network



Closed node network

Why? A more closed network, think of a wagon wheel or a penciled in star, has more direct ties between people, creating a formidable unit. Having weak ties, such as in the open-structured network, often means that novel information (“better ideas”) is more

likely to arrive in the team, versus “group-think” of the more closed network.

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This leads to a further remedy to improve teams’ performance: social capital. This is the idea that whom a person is connected to, and how these contacts are connected to each other, give people who have significant amounts of social capital better access to resources (ex. ideas).

Developing social capital has been, stereotypically, a downfall of many technically-oriented people. The repeated picture is of the quality engineer staring at his/her feet during a meet-and-greet session. Developing acquaintances on whom one can call may be difficult for people having introverted attitudes (introverted on a Meyers-Briggs test versus extraverted).

Building personal social capital requires intention to do so. One method involves volunteering. Many non-profit groups can use your skills, even for just a few hours a week. Savvy nonprofits looking to survive the downturn often think about these kinds of volunteers and build into their core operations and programs – including supervising other volunteers, publicizing the organization, coaching clients, planning fundraising and other events, and recruiting others to support the cause. ASQ Section 0905 has done this with the THRUST robotics program. Another example is volunteering within ASQ, including the section leadership, on-line forums, outreach to other professional groups, and the Annual Conference. Make a New Year’s plan to increase your social capital.

New Non-Destructive Testing Methods

The Airbus 380 is the world’s largest airplane. Much of it is made of composites. Northeast Indiana is one of the hot beds of commercialized composites and has the largest single facility compression molding plant in the world.

Traditional metals based new non-destructive test (NDT) methods are inappropriate and often misleading when applied to anisotropic and inhomogeneous composite materials.

Since 2006, composite manufacturers, especially in France and Germany, have been developing (NDT) methodologies in support of the Airbus program.

Examples of the new methods are shearography and thermography. Shearography is a laser optical procedure measuring material deformations in the hundreds of nanometer range. With shearography, the material expands differently at the site where a defect occurs.

Thermography allows one to measure surface temperature differences with accuracy of just a few thousandths of a degree Celsius (millikelvins). If an air pocket is enclosed on the adhesive side of a component, then the thermographic camera will measure different heat values than those of the properly seamed locations.

Both procedures, rely on before and after measurements. Between the measurements, quality inspectors apply mechanical, thermal or electrical, ultrasound or light stresses. The difference in measurement values before and after clearly indicate where delaminations, i.e. defects in the bonded connection, have occurred.

Right now, quality engineering researchers are working on combining the two techniques as well as determining which materials and conditions work best for each method.

Composite manufacturers are additionally moving to process monitoring for quality. One method is monitoring the cure of the organic matrix (ex. epoxy or polyester) during the curing cycle. Another approach uses *in-situ* sensors built into the composite that may be probed by an external source, just like RFID chips or security chips in shoplifting prevention. These are used in the emerging quality assurance concept of “health monitoring” of the products in the field.

NEXT MONTH: MANUFACTURING’S EXECUTION, CAN IT BE MOVED TO SERVICES?

QUALITY IMPROVEMENTS: A RETROSPECTIVE HISTORY

30 YEARS AGO:

The “Japanese Quality Miracle” changes the cost and quality tradeoff, setting a new standard: high quality at a lower price.

25 YEARS AGO:

America begins its own quality march. Crosby burst on the scene with “Quality is Free.” Quality costing emerges. GM and Ford have rudimentary quality systems that develop into programs like “Commitment to Excellence.”

20 YEARS AGO:

Operational techniques are refined and spread from the automotive industry. Process capability emerges. Quality Function Deployment and Hoshin Planning are studied by automotive specialists. ASQ Section 0905 has about 1000 members.

15 YEARS AGO:

ISO 9000-1994 hits the stage. Initially viewed by many as a non-economic trade barrier put in place by Europeans.

Six sigma methods emerge under that Motorola brand name, ten years after first formulated.

THE DECADE 1999-2009

1999

Test oracles and Automated Test Equipment (ATE) for electronics emerge using relays and custom-designed controllers. The question is, “is ATE with these custom-designed controllers cost-effective, especially with 1024-byte memories? test automation architectures emerge.

MINITAB 12 rolls out including “save all your work in one file.” Graphs can be in multiple formats and OLE. A public training session each month.

Windows NT doing quality assurance with a suite of integrated automated testing tools. The Department of Education thinks QA for Windows is an installation guide!

Joint Hospital Accreditation Commission standards were not even on line.

Early Six Sigma consultancies holding 3-4 training session launches per month. (look at the pages in the Wayback Machine web.archive.org). 6σ was not well adapted to services, “even a 1.5 sigma shift for all service processes does not necessarily make sense for services.”

2009

Automated Test Equipment (ATE) for electronics is always computer controlled and uses digital signal processing. The semiconductors are beginning to work with non-volatile RAM including 16×2^{20} byte MRAM, 10×2^{30} byte carbon nanotube memory prototypes.

MINITAB 15 now including Quality Companion 3 to introduce users to Lean Six Sigma over the internet! The software covers the whole process from charter to presentation.

Windows 7 doing quality assurance using model based testing.

Healthcare effectiveness data and information set (HEDIS) emerges as a tool used by insurers to measure performance of hospital systems.

Death by Six Sigma Power Point: Over 1,200 slides for DMAIC 2009 training. Plethora of certifying bodies exist.

Six Sigma is married to Lean to enable the reduction of cost of complexity. This is a broadening of classical quality.



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