
**MARCH
2007**

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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.

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 - March 8th

**ASQ Dinner Meeting
Thursday March 8, 2007
American Red Cross
1212 E California Rd
Fort Wayne, 46825**

**Social gathering 5:30 - 6:00
Meeting and meal 6:00**

Scholarship Awards 6:30

ASQ 0905 presents scholarships every year to qualified college applicants. Recipients will be announced and scholarship presentations will be made at this meeting.

Presentation 6:45

**Collection and Manufacture of Blood
Introduction by Janet Aiken, CEO**

The American Red Cross Biomedical Services (Indiana-Ohio Region) collects, manufactures and distributes multiple types of blood components, including whole blood, apheresis platelets and plasma.

Megan will be giving a brief presentation on how blood and blood components are collected, manufactured, tested and distributed at the California Road site.

Megan M. Pape, CQA

Megan Pape has been with the American Red Cross Blood Services in many capacities since 1998. She began volunteering in the donor room canteen in 1998 which led to employment with the region as a Donor Services Assistant in 2000. Throughout her career with the Red Cross, Megan has also held the titles of Collections Tech I, Apheresis Tech I, Document Control Specialist and, currently, Quality Specialist. She joined ASQ in 2004 and received certification as a Certified Quality Auditor in 2005.

Megan has a Bachelors Degree in Biological Sciences from Purdue University. She also has a background in soil microbiology and sales.

Tour of the Red Cross facility 7:00

The tour will start in the Donor Room, follow through the manufacturing and labeling processes and end in the distribution area.

Please RSVP by Monday, March 5th

**Jim Smith
260-434-5464
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.

Chairman's Corner
By Mindy Robinson

Goals and Objectives

Your Leadership Board of Directors is always looking ahead for new opportunities and challenges.

In February we are having a kick-off meeting for an Anniversary Booklet. Section "old timers" remember these publications...they are normally done on important anniversary dates. Did you know that Section 0905 is one of the oldest sections in the country? We have a rich history that we are working on sharing with you via our website (www.asq0905.org). If you would like to be a part of the ad hoc committee that's putting the anniversary booklet together, contact me (mrobinson@phdinc.com).

We are putting together our team for 2007/2008. Current open positions are SMP Chair and Treasurer. Treasurer Position Description follows: Oversee Section funds; maintain accurate Section financial records; and report on financial condition of the Section at times directed by the bylaws and policies and procedures.

Term

One year: July 1 to June 30.

Specific Duties and Responsibilities

- Work with Section Leadership Committee (SLC) to set goals/metrics to support the Section's management processes as they relate to Section financial responsibilities.
- Communicate/report to the SLC activities performed, status of performance against goals/metric set, etc. for Section financial responsibilities.
- Maintain the Section finances; make and record deposits and retain custody of all funds belonging to the Section; authorize dispensing of Section funds for eligible expenses.
- Develop the Section budget with the SLC; monitor the Section budget and maintain accurate records of all receipts, bills, and disbursements.
- Maintain current financial records for any subsections and/or student branches sponsored by the Section.
- Attend all SLC meetings and general membership meetings.
- Provide SLC with monthly and quarterly treasury reports.
- Submit quarterly financial reports to the Society.
- U.S. SECTIONS ONLY. Submit the previous calendar year's information for the 1099 tax form to Headquarters Accounting Department by January.
- Prepare Section annual report, coordinate audit of the report and submit to the Society by August 15. Note: due to the timing, the annual report submitted each year is for the previous treasurer's term. For this reason, it is essential to develop a succession plan and keep excellent records that can be passed on to the incoming treasurer. If possible, the previous treasurer may offer assistance to the current treasurer in the annual preparation of the financial report.
- All officers are responsible for submitting and updating the Section officer and committee lists with Society headquarters via an online submission form.
- Uphold Society Bylaws, Policies and Procedures, and the Section Operating Agreement.

Qualifications

- Must be a Regular, Senior or Fellow Member in good standing.
- Preferably will have been a participant in Section committee activities.
- Should have an understanding of budgeting and a basic understanding of accounting principles.
- Knowledge of financial/spreadsheet software helpful.
- Must be willing to provide an e-mail address to headquarters for communication.

Time Commitment

Approximately 4 to 6 hours per month (outside of Section and executive committee meetings)

The Section Management Process (SMP) Chair has direct responsibility to oversee the planning and implementation of services and programs that will meet the needs of their current and future members. SMP is a management process that emphasizes the importance of:

- Assessing member needs and expectations
- Developing a management/business plan and operating budget
- Measuring the section's performance

Coupling the Society's goals of increased member satisfaction, loyalty, and retention with the section's own goals, SMP encourages sections to continually measure, address, and improve customer satisfaction by incremental improvement. SMP also recognizes sections for performance (based on results) through two awards:

- Section Excellence Award
- Total Quality Award

The requirements for receiving recognition include meeting the section minimum requirements, developing and implementing a section business plan, operating budget, and showing improvement on specific measures.

If anyone is interested in throwing their hat in the ring for either of these positions, let a board member know!

Chapter Email Coming Out

The chapter will be sending out an MS Outlook calendar reminder to bookmark the chapter meeting nights. Those that use MS Outlook may accept it and have it put a placeholder in your Outlook Calendar. If you do not use MS Outlook, please manually add the reminder to your calendar.

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
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WHAT IS NEXT AFTER CERTIFICATION???

IMPROVED PERFORMANCE OF KEY RESULT AREAS/
OBJECTIVES

IMPROVED COMPETENCY OF PERSONNEL

VENDOR DEVELOPMENT

INCREASED EFFECTIVENESS AND EFFICIENCY

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It is scholarship time again!

This year the Northeastern Indiana ASQ Section 0905 will be awarding scholarships to eleven deserving individuals. These scholarship recipients were judged on criteria including enrollment in a qualifying major, grade point average, financial need, extra curricular activities, and presentation of the application. Section 0905 would like to congratulate Sarah Boling, Christie Yates, Zach Wilder, Jennifer Smith, Nicole Werling, Curtis Verhoff, Nicholas Stephens, Aaron Walters, Tia Tribby, Sarah Maffey, and Ann Marie Coronato. These people will be awarded their scholarships at the March 8th meeting. Again, congratulations to the scholarship recipients.

Is Your Factory at Risk of Being Off-shored?

Has your plant manager mentioned moving your facility to Mexico? Are you experiencing cost pressures from overseas competitors? Do you fear this year's Lean Manufacturing and Six Sigma projects aren't going to hit the cost targets management has set for you? Are you now doing 3 people's amount of work because of downsizing and cost-cutting?

As a manufacturing engineer, I have lived this every day. I hear top management entertaining the thought of closing my factory and shipping it to China. I have more Six Sigma project ideas than I have time to start, let alone complete, but can't get to them because I'm in constant fire-fighting mode. Morale is decreasing, turnover is rising, and I fight against bitter cynicism each day. I don't want to stop caring, but what alternative do I have?

I found a possible alternative last month. It was a new idea to me and my management yet it's been around long enough for other Fortune 500 companies to have implemented. And I think it's likely to be the next cost-cutting innovation among manufacturing companies. For lack of a standard industry term, I'll call it Manufacturing Process Outsourcing. Instead of shutting down the factory and moving it abroad, the semi-skilled jobs remain in-house (thus oversee-able) but are contracted to a third party. The third party assumes responsibility and risk for on-site supervision, continuous improvements, production yields, quality, and worker safety all at a fixed price. They pay penalties for late deliveries or out-of-spec products and share cost-savings from their continuous improvement efforts. It provides management with the desired cost reduction from off-shoring without the hassle, loss of continuity or reduced quality that off-shoring can create. It's virtually a no-brainer.

Although it seems like common sense to me, there are hurdles to overcome. How will the hourly workforce react to this idea, especially if they are unionized? Where do the displaced employees go? What happens when management comes around asking for another 10% cost savings next year? These questions depend on your individual situation, but no hurdle ever stopped me from getting more information. So if you want to get more information too, visit www.hollandgroup.com and click on Manufacturing Process Outsourcing.

Patricia S. G. Stansbury
Manufacturing Process Engineer
psgriffi@umich.edu

Call for ASQ members with Certifications

May 10th, 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

QUALITY PROCESS UPDATE

MARCH 2007

QUALITY POLICY DEPLOYMENT PROCESS



BIG GOAL

The controversy raging about us is, “Are Lean and ISO incompatible?” The gist of the argument is that ISO fosters standardization and procedures for “everything” and that lean focuses on constant improvement. This means that some metrics may change, some processes change, and all have to be documented.

There appears to be at least two schools of thought between auditors, registrars, and ISO consultants. The first group is command-and-control oriented. These are risk-adverse firms often heavily regulated or having critical products. One screw up here and there are big-time dollar consequences as well as literal life-and-death issues.

Often these are long-term, fixed price contracts where the engineering and technology are tested for extended periods of time. The time to lean-out the process and get your waste out is before supplying the product. In the Japanese model, most of the product and process was leaned-out in previous iterations of the product. Only the upgrades and new features need leaning.

The drawback, it is said, to leaning out a command-and-control system under ISO is that the approvals required and reviews are so numerous, and may even include the customer and a regulatory body, that a true kaizen event couldn't be approved fast enough to avoid disruption to the production schedule.

The second school of thought focuses on ISO simply documenting what is there. If a change happens, only one or two approvals are needed. Since ISO requires a process of continuous improvement, lean processes can be one of those continuous improvement methods. Flexibility is the rule. A typical proponent of this is one where derivatives and enhancements to products and processes are frequent and not subject to high risk or regulation. Often marketing brochures will say, “products are subject to change without notice.”

The first section of this will look at the trends in ISO 9001 and 9004 as they come up for revision in 2009. The second section will look at selecting the proper tools for different stages of lean initiatives depending upon the current situation at the firm.

Through 31 March 07, we are in a comment period for a DRAFT of revised ISO standards.

Entitled ANSI/ISO CD1 9001:2009 , ANSI/ISO CD1 9004:2009: Committee Drafts of ISO 9001 and 9004:2009 they are available free of charge. Download them through <http://www.asq.org/quality-press/display-item/index.html?item=T843E> and click on “Ordering Information” on the sidebar.

For ISO 9001, the requirements standard, the plan is to produce minor changes for clarification and compatibility with ISO 14001. However, even small changes to the standard can dramatically impact a Quality Management System.

One of the first changes evident is that the ISO requirements now include *statutory* requirements. In legal terms that means any requirements that arise from laws. These requirements might not otherwise be included in critical to customer requirements. Examples might be encryption of specific health records required under HIPPA or notification of credit card security breaches.

The controls applicable under a QMS to an in-house process, are proposed to be explicitly applied to outsourced processes. For example, if a critical-to-customer element is controlled by SPC of a particular process parameter when the company makes it, an outsourced supplier of the same component must also be controlled by SPC of the process parameter. If the company requires the outsource to supply the SPC chart for review, then the internal process should provide the identical chart for review. Likewise, a certificate of compliance for the outsource, should be the acceptance criterion of the internal supplier.

The control of those records, once established, is being relaxed in terms of prescriptiveness of the preservation requirements. This takes into account rapid technology changes where the records may be transformed into digital code complete with digital signatures.

One of the areas where the alignment with ISO 14001, the environmental requirements standard, is pronounced is with regard to including a customer's post-delivery requirements. An example is the cradle-to-grave philosophy for products, particularly in Europe. There may be requirements such as recyclability or maintainability.

For ISO 9004, the guidelines document, the plan is to produce a major revision with its focus on providing guidance on **organizational sustainability** rather than performance improvement.

Sustainability has numerous intents in various definitions. For this philosophy, the intent is for an organization or activity to be developed for the long haul. It requires balancing the economic interests with the social and ecological interests. Further, sustainability relates to direct and indirect *stakeholders*. Stakeholders is one of those loaded terms, which in Europe connotes that many people besides those investing their money in the business have a right, an actual right, to determine corporate actions. That is distinctly different from the US version where the stockholders, who have invested their money, ultimately determine the course that a company takes. Social activists have the right to buy a single share of stock and make their issues known. This difference in interpretation may well effect the implementation of the guidelines.

Organizational sustainability uses the Plan-Do-Check-Act process. As an example of how the stakeholder philosophy colors the PDCA process is as follows:

7.6 Knowledge: Organizations should treat information, knowledge, and technology as essential resources. It should develop, use, and maintain processes to protect and use these resources. The organization should share these resources with stakeholders, as appropriate.

Is an organization that chooses not safeguard information because it is worthless in 90 minutes, not in the spirit of ISO 9004? How about pharmaceutical patent holders who have their patents “nationalized?” What if a firm chooses not share its information with the local community? An example of this may be the formula for a hedge fund.

Take the effort to read these two proposals and make your comments.

Please submit all comments on these drafts using the appropriate comment forms found on the hyperlink page. Procedurally, the comment form entries **MUST** include information regarding Paragraph, Figure, Table, or Note. Send all completed comment forms to standards@asq.org. It is critical to include your name and full contact information.

TACTICS

Practitioners of Lean Sigma have a nice template for assessing at what stages of “lean readiness” a group is. Based upon that assessment, they offer suggestions of tools in the toolkit that might be appropriate.

First are the OBLIVIOUS and DISCOVERY stages. In these cases chaos reigns. The organizations are in the fire fighting mode with no standardized processes or work. However, some data may be used for decision making in the better situations.

The recommendation is start using some lean tools on a low profile basis. In local areas, start workplace organization and use the 5S approach. Maybe document the work processes in the area. Get the people in the local cell working with you. Put up some visual reminders of their progress. In advanced cases, start collecting some data using simple Six Sigma and Quality Management tools.

The second level of the process is Stabilization. Here the stages are ones of AWARENESS and IMPROVEMENT. At these stages, the effort is no longer hidden in the closet. The company is investing in digging itself out of the hole. There maybe dedicated problem solvers and even improvement teams lead by these problem solvers.

Basics such as standardized work procedures are in place for repetitive processes, and maybe some not-so-repetitive processes. Data exists, primarily for output data, and is being fed into improvement efforts.

More advanced techniques, such The 5 Whys and DMAIC, are being used regularly by teams.

The recommendation is to implement value stream mapping and classic lean systems such as cellular design, kan bans, poke-yoke, and single piece flow. At this time, it is recommended to start adding in SIPOC, QFD, Checksheets, Brainstorming, and initial SPC and Designed Experiment work.

The third level is Optimization. These represent the BEST-IN-CLASS and OPTIMAL stages. This now connects the corporate strategy to the topics for improvement and alignment with activities. In actuality, these are the “unattainable goals” for which the organization continues to strive.

The techniques added are mathematical modeling, Design for Six Sigma, simulation, collaboration efforts, reductions in meetings, and Hoshin Planning. The organization begins to tackle the “chronic” problems that are the places where real advancements are made. Often these are rooted in policy decisions.

In short, the answer for the day’s question is YES, LEAN CAN BE COMPATIBLE WITH ISO.

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

Feb 8th, 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 8th, 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 11th, 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 10th, 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.
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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

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

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.



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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 260-745-4600
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