

**OCTOBER
2007**

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Meeting**

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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 - October 11th

Labor Shortage and Talent Crunch

**10 million more jobs than people
-work force shortage-**

167 million skilled jobs to fill with only 157 million workers.
2.6 new jobs created for each new person

Business who can harness employee knowledge will survive

“What is your HR role in this employer crisis?”

Topic

“Do you have a plan in place to retain Human Capital over time?”

“Is your Human Capital effectively protected and leveraged?”

“Is your business structured to optimize Human Capital?”

The next wave of economic growth is going to come from knowledge-based businesses – those with the intellectual capital to enable them to make smart products and services.

No matter what type of business it is- manufacturing, retail, service- it will be necessary to manage the knowledge of that company's personnel to achieve economic growth.

Companies that create infrastructures to promote innovation and continual learning will flourish. Those that do not will struggle to stay in business.

Speaker: Carrie Van Daele,
President/CEO, Van Daele & Associates, Inc. and Published Author,
see link to book WWW.VTRAIN.US

See Page 6 for Speaker Biography.

September 13th, 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, September 10th
Jim Smith at 260-434-5464 or 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.

ROUND UP THE USUAL SUSPECTS...

by Dan Templeton



Casablanca is my favorite movie of all times. Set during World War II in the administratively gray world of unoccupied French Morocco, the police twist justice against certain members of the population. Captain Renault, played by Claude Rains, memorably calls out, "Round up the usual suspects."



*Major Strasser is dead.
Round up the usual suspects.*

The suspects in 2006 may well have been the leadership team of the chapter. These leaders delivered the first ever Gold Section Management Program rating earned by the chapter.

About 50% of the leadership team signed on for 2007. Section 0905 is on course to earn its second Gold SMP award. All is well, right?

This same team identified seven significant weaknesses or threats to the existence of the section. They used a SWOT analysis: strength, weaknesses, opportunities, and threats. The objective is to remedy the weaknesses and make sure the threats don't kill you. The user can draw on the strengths and opportunities to improve and grow.

The weaknesses ranged from having less than 10% of the membership at monthly meetings to a declining Fall Conference and the difficulties

I am asking each of our 500+ members to participate in at least one of the 14 projects for 2007-2008.

in providing value to a geographically dispersed group. We are fortunate that we have so many enthusiastic leaders that we may be able to address these issues quickly.

The challenge before us is to avoid rounding up the usual suspects to get the work done.

As chairman, I am asking each of our 500+ members to participate at least one of the 14 projects for 2007-2008.

Among the strategic projects are the following:

Arranging meetings in Warsaw where 20% of our membership resides or works, and addressing the needs of non-Fort Wayne members;

Creating a library of quality profession references, possibly an e-library

Preparing our members for near-future shifts in the quality profession as new industries arrive, this includes some very exciting programs and courses with Ivy Tech, this further includes the coming of the IPFW Medical School, nanotechnology, biotechnology, and software;

Coordinating our community outreach efforts with Engineering Week;

Surveying our members who have recently dropped out and also professionals in the area who had never joined ASQ; and

Planning for the scenario where corporate sponsorship of members is reduced or ends.

There is already progress. We are tentatively holding the February meeting in Warsaw including a factory tour. The feasibility study of on-line meetings is underway. SAMPE does it today in Michigan.

As you can see, there is work for all. The nice part is that there is benefit for all. So when one of the usual suspects calls, please support your section's future. Better yet, volunteer!

QUALITY PROCESS UPDATE

OCTOBER 2007

QUALITY POLICY DEPLOYMENT PROCESS



BIG GOAL

This month QPU looks at an eclectic set of issues including some emerging technology. China's quality assurance and control fiascoes have brought the quality profession back into the limelight. How can the profession respond? Four consultants to CEOs provided their short term fixes in the Financial Times. Longer term fixes will include improved teamwork between quality engineers within the supply chain. Emerging examples of successful world-scale teams are being reported in the Wall Street Journal.

A consultant from Bain reminded CEOs that they are accountable personally for the corporate values radiating from their firm. In the long term the best relationships, he said, will be built on a mutually beneficial expectations, not inspections. Further he notes that all employees should feel empowered to resolve problems as they arise.

A PR flack declared that Western companies need to be completely candid about the magnitude of the problem, hiding nothing. These firms then need to be uncompromising in their actions taken with Chinese suppliers. Conversely to the Bain consultant, the PR guy advocates flooding China with inspectors to gauge manufacturing performance. This inspection-heavy process will need to be built into the cost when comparing to other sources of the product. *So much for communicating modern thinking to CEOs.*

A European MBA professor recommends managers should carry out a full audit of the supply chain, identifying vulnerable links. He scolds that even though outsourced, the supply chain remains the outsourcing the firm's responsibility. As Nissan found in the UK, permanent supplier development teams yield better results

than dealing at an arm's length through an agent or a trading company. However, working with suppliers on quality assurance programs can be costly in terms of management time. The benefit is reduced risk of disrupted supplies. He states that when a process is left to chance, firms may pay an even higher price.

The president and chairman of a software firm advocates improving quality using lean technologies. Giving managers, workers, and suppliers greater visibility and control over the supply chain reduces the risks ranging from political to financial to natural disasters. She forecasts that the next generation of lean manufacturing will be built on open standards, collaboration, and automation. In her experience, added value in efficient production is becoming a core objective for China's small and medium-sized producers.

How does one manage a geographically dispersed and disparate team? Often members in one location do not know or trust those and other places. For example, engineers in the US may feel their jobs are threatened by colleagues in Asia. They may hoard information. To overcome such organizational and cultural issues, IBM, Intel, and Tai Ping (a US carpet maker), have found smoother teamwork occurs the projects are split into many small pieces. Each chunk is broken into tasks of about two weeks duration. These tasks are then subdivided into one or two day snippets. This appears to be effective because mistakes and miscommunications are caught quickly. There is also little time wasted waiting for others to finish work. From a technology standpoint, communications tools like interactive bulletin boards, or wikis, allow real time postings with informal communications. Some teams have even adopted andon lights to signify serious problems within a snippet.

In terms of organizational development, experts continue to suggest that the team have a common understanding of the tasks and clarify their roles and responsibilities before starting. It is also important to set firm ground rules.

Breaking decisions into stages is a recurring theme in successful business operations. Good managers have always been able to think on their feet. Two examples from different arenas include (a) executing projects during turmoil or when adversity hits and (b) defining treatment options in highly variable illnesses.

Instead of making rock-hard plans and irreversible long-term commitments, researchers are finding that breaking decisions down into stages provides increased flexibility to adjust to changes. The concept of Real Options allows a manager to lay out a series of decisions over a course of a project. Once the project is underway, the managers can account for changes by evaluating each option as the events unfold.

What does this look like practice? Using an example discussed later in an upcoming edition of QPU, the quality assurance manager needs to plan for the introduction of IP6 in about 2010. Briefly, this is an expansion of the current IP address system for the Internet. The quality assurance manager is getting information from the local supplier saying, "This will never happen." Intuitively, and reinforced by websites like DNSstuff.com, it appears as though this could be bigger than Y2K. The manager begins by identifying some options, such as following the Y2K QA playbook, pointing out some critical events that shape the roadmap, or allowing suppliers to take the lead. Each of these options need to have a small monitoring staff, and break down the tasks in a time-ordered fashion. Flexibility costs money. As the picture becomes clearer, at least one of the option paths will become more dominant and the tasks and sub-options will be parsed more finely. The same process looks and functions very similarly to the Toyota lean product development process.

One of the major process improvements in the treatment of cancers in the last 20 years is the introduction of stages into the diagnostic scheme. Physicians credit this standardization step in reducing the variability inherent in assessing and treating cancers. It has allowed modifications of treatments as particular cancers move from one

stage to another, or even within the stages. Such parsing is leading further to expert systems. Some expert systems routinely exceed the accuracy of decisions by human managers. But, that will be a topic for QPU November 07.

The Chinese issues may have brought quality to the top of mind of CEOs, however, government bureaucrats don't even know quality exists. In a recent study of Hot Jobs for Indiana through 2014, quality engineering didn't make the list. It didn't make any list. The Standard Occupational Codes don't even list quality engineering as a separate profession. According to the government, quality engineers are nearly the same as industrial engineers. Presumably the standard occupational codes were set in place before quality engineers became a distinct profession. Perhaps, a little of the reflected limelight will illuminate some of the dark recesses of government statistics. Fashioning the mirrors sounds like a job for ASQ.

TACTICS

New NDT test concept for fatigue cracks.

From the Detroit area, there is a new hybrid ultrasonic/infrared nondestructive technique for detecting cracks, called thermosonics. This method uses a brief pulse of low frequency ultrasound (~500Hz) to cause rubbing of the crack surfaces. Rubbing induces frictional heating. The heating is observed through an infrared light video camera. The image of a surface-breaking crack appears in milliseconds after the initiation of the ultrasonic pulse. Subsurface cracks become visible sometime after the pulse. The time is determined by diffusion of the heat from the crack to the surface. Investigators have observed fatigue cracks as short as 20 microns in metal samples.

Energy dispersive X-ray diffraction for semi-quantitative identification of crystals.

This is a variation on classic x-ray diffraction of crystalline materials. The sample rotates instead of the detector. The entire diffraction pattern is measured simultaneously and converted to the chart form using a Fourier transform.

About 10% of the patents issued in the last 10 years have involved crystalline materials. Examples of quality assurance applications include detecting counterfeit pharmaceuticals masquerading as "expired" product, detecting the ratio of martensite to austenite in heat-treated steel, recycled plastic identification, lead-based solder or paint recognition, and products that are susceptible to verification under California's Proposition 65. EDXRD is suitable for the determination of lattice orientation of single crystals that is required for growing and processing single crystal materials, like semiconductor single crystals Si, SiC, GaAs and Ge, plus optical lenses as well as industrial diamonds.

Recertification Contact Person

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

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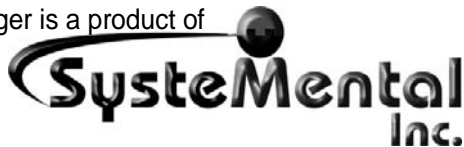
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Biography of Presenter

Carrie A. Van Daele President/CEO and Founder Van Daele & Associates, Inc.

Carrie has built a training & development practice from scratch into a highly successful, well-recognized business. An impressive client list that includes Fortune 500 corporations to medium and smaller size companies is a testament to Carrie's special talents and hard work.

Her company was founded in 1987 as a training & development firm in the areas of leadership, train the trainer, continuous process improvements, team building, strategic planning, sales/marketing, workforce development and general business consulting. The original mission of her company remains the same today. Actually, it is twofold, (1) to serve other companies, and (2) to take care of her family: biological members, adopted and Associates. Her company leads by its heart with profit as one of the many trailing indicators of success. Her company's discipline is customer intimacy; whereas, the company takes the time to get to know the client.

The company provides a proven Training Methodology to the client for results. This Training Methodology was developed by Carrie, and is being considered for publication.

Carrie's most successful achievement in life is being a mother to her nineteen year old daughter, Ronee Ann Van Daele. Ronee motivates Carrie to be the best President/CEO, and other roles for which Carrie has responsibilities.

Carrie is a **Published Author** of a book called The Fifty-Best Training Techniques published by Crisp Publications in Menlo Park, California. Her book can be found at (ISBN 1-56052-352-2), www.courseilt.com/crisplearningseries/Fifty-MinuteSeries. She is featured in several publications such as Women of Achievement and Business People Magazine, along with Newspaper articles.

Carrie's real passion is her legacy of giving back to accomplish the spiritual call on her life. Her work at the Rose Home for women of substance abuse, and her volunteering at Dupont Hospital are two examples of her gift left by will.

Her degrees from Evangel Bible College (AA), Indiana University (BS) and Indiana Wesleyan University (MS) have provided the academic requirements to consulting. However, her manufacturing experience in the automotive industry has provided the real "hands-on" bruises, bumps and wisdom to consulting.

Carrie's role in Van Daele & Associates, Inc. is primarily providing training to her Associates' about effective training techniques, which are passed-on to the client. Her other areas of expertise includes:

- Strategic planning and financial management of consulting practice
- Leadership Responsibilities
- Team Development
- Sales/Marketing
- Continuous Process Improvement
- Train the Trainer System

Carrie is the heart and soul of Van Daele & Associates, Inc. That same heart and soul is emulated from each Associate to the client.

Carrie can be reached at 260. 482.1744 .

Becoming an ISO 9000 Auditor

Why should I attend?

Help make your ISO 9000 company ISO 9000 Compliant

Learn practical, proven techniques for planning, conducting and reporting on internal quality audits.

Understand adding value through business management systems conforming to ISO9000:2000, without non-value added bureaucratic waste.

Refines your reporting skills and increase your ability to implement corrective action programs.

Event details:

Featuring John Meier
November 26-27, 2007



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