
**OCTOBER
2009**

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**Be sure to visit our section
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<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

October Meeting

October 8, 2009 (Thursday)

Arrival: 5:30 - 6:00 PM

Dinner: 6:00 PM

Presentation: ~6:30 PM

**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

“How to write an Internal Audit report”

This presentation will take you from the 30,000 ft level to ground level and in the trenches of the auditors. You take an internal audit class, and the very last item before the class is completed, is to present your audit report. This report was created after conducting a rushed audit and very little time to write it. Then, you are given a certificate giving you the authority to conduct internal audits. So, this is how I write all my audit reports.

Rick Pettyjohn has over 15 years of auditing experience in the automotive industry with the following certification: CQA, QS9000 Lead Auditor, TS 16949, ISO 14001, and ISO 13485 Internal Auditor. A Lead Auditor at several companies, developing internal auditor programs to improve their Quality Management System, increase productivity, and reduce scrap.

Chairman's Corner for October 2009

As the seasons shift from summer to fall, our thoughts return to our regular, non-summer activities. Our section had its first dinner meeting on September 10th with a small turnout. Our next meeting will be held soon and I invite all of you to return to your 'old' habit of attending. While our Warsaw web meetings are being missed, this should only be temporary through the remainder of this calendar year. Nathan Prieshoff, who has faithfully hosted the Warsaw web meetings in past years, has the opportunity to work a different shift at this time. If anyone is interested in acting as the Warsaw host for the November meeting, please let me know. The board is investigating the possibility of having one of the monthly meetings in Columbia City, a more centralized location.

Also, with the return of a new fiscal year, the section board has a few vacancies. Please let someone on the leadership team know if you are interested in serving your section in a different way. Our most urgent need is for a Programs Chair. This committee chair plans and schedules speakers and/or activities for the monthly section meetings. Not sure you want to take on the rest of the fiscal year? We are currently seeking ideas and volunteers to help plan the November through May meetings. Please let us know if you have an idea that you would like to try and what month you would be interested in hosting. I welcome all of you to take an active role to help this section succeed.

I would like to thank all of the current board and committee members for all that you do. While our year has started off a bit rocky, I am confident that we will gracefully fall back into step. I am proud to be a member of this section, with its rich and long history, to serve you as your Chair.

Thank you!

Megan M. Pape

Donor Recruitment Rep (Youth Market), Biomedical Services

ASQ Career Center

www.asq.org/career

Are you looking for a job? ASQ's Career Center is here to help. Post your resume, search job postings, get career advice, and explore career development opportunities.

Do you need to hire a quality professional? Post jobs and search resumes from the largest, most qualified audience of quality professionals—ASQ members.

Job Seekers

ASQ's Career Center (powered by Boxwood Technology) is FREE to all job seekers and provides you with access to the best employers and jobs in the quality industry:

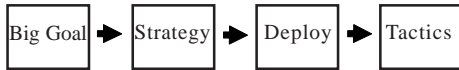
Employers

The ASQ Career Center is the premier electronic recruitment resource for the industry. Here, employers and recruiters can access the most qualified talent pool with relevant work experience to fulfill staffing needs.

QUALITY PROCESS UPDATE

OCTOBER 2009

QUALITY POLICY DEPLOYMENT PROCESS



BIG GOALS

QUALITY MATTERS!!

The Wall Street Journal featured on Page 1 that a superior quality reputation has allowed Hyundai to penetrate the US auto market pushing aside Toyota, Honda, Ford, and GM. In 2004, Hyundai tied Honda in the JD Powers Initial Quality Survey. By 2006, Hyundai cars were the top-rated in the non-luxury class by JD Powers. In 2009, the first Hyundai luxury vehicle was voted Car of the Year.

Hyundai entered the US market in 1986. The product quality demolished any chance of penetrating the US market.

In the mid-1990's, Hyundai established a quality control division, dubbed HQS, modeled on the original Toyota manufacturing methods. The quality-control division was charged with boosting reliability and focused on fixing its supply-chain.

Hyundai began **marketing its quality** soon thereafter. A 10-year, 100,000 mile warranty backed up that marketing.

So far, few quality professionals or academics seem to be studying the efforts; making comparisons between Hyundai and Toyota practices or between Hyundai and US automotive methods. Why?

But, guess who IS watching, Tata Motors, among others. With the failure of their first car model: Indica, Tata re-did three key business policies, one of which was Quality Initiatives for Clear and Visible Results. One of the key changes is customer relationship management (CRM) using Customer Satisfaction Surveys. Who else is watching?

- HAS CUSTOMER SATISFACTION GONE WALK-ABOUT?

- HYUNDAI QUALITY

DEPLOYMENT

Quality professionals and ISO 9000 emphasize customer satisfaction. But, customer satisfaction, while a good concept, is simply a means to an end; not the end itself. There is still serious debate about whether customer satisfaction can drive market performance.

An analogous issue forms the basis of Goldratt's *The Goal*. It does no good to "six sigma to death" a process step unless it is the constraint. Customer satisfaction surveys have recently had difficulty finding any nuance to small to measure. The question remains, "Are the answers truly consequential to the bottom line?"

Once truly consequential metrics are achieved, the execution of their use may compound the problem. What once was a method to better satisfy a customer has morphed into an organizational performance measure. Most of the current uses for performance are really about pointing out internal heroes and finding scapegoats. When the customer satisfaction metric lands on the corporate dashboard, it is doomed. The goal of customer satisfaction has gone walk-about, directed away from the service of pleasing the customer to serving the personal goals of more than one insider.

Designed to handle customer issues, customer satisfaction management replaced the squeaky wheel

**NOVEMBER QPU:
QUALITY MATTERS WHEN IT
SHOWS UP IN THE ODDEST PLACES**

syndrome for organizing customer issue response. Naturally, these data provided a source for analysis. “Create a Pareto chart, what are the most common customer problems that we have? Who is tasked with fixing them? What metrics should we use to gauge whether they are fixed? How about metrics to gauge if we are improving over and above the fix? Make the customer supersatisfied on this issue. Ye who are responsible for this improvement, ye shall have a portion of your bonus tied to being sure that we always get a 9 or 10 in the fix’s category.” Sound typical?

I have had a local car dealership service group tell me, “You may be surveyed by the corporation, if we don’t get a 9 or 10 rating, we have failed.” Even the lean manufacturing system hasn’t driven fear out of the workplace for these service managers.

Don’t track satisfaction to improve satisfaction, track satisfaction to enhance sales.

But, are we looking at correlation, not causation? Can the attitude of the collective customers measurably and properly drive behaviors, such as sales?

At first blush, the answer is an obvious, “Yes, of course.” But, what if the set of customers delivering the highest satisfaction scores are the least-profitable customers...and they drown out the voices of the very profitable customers?

And, what metric actually drives the behavior? Overall satisfaction? Maybe. How about the indicators of overall satisfaction: recommend to a friend, plan to repurchase, or initial quality survey? Can’t decide? Make a composite score like the 3M score or Net Satisfaction Scores. But, did that really prove that the attitude caused the behavior? No.

The bigger problem, and one from which ASQ’s own national surveys suffer greatly, is the execution of the surveys. The questionnaire length is known to affect answers. Other questionnaire design issues include question placement, type of scale used, as well as subtle wording differences.

For example, a higher score can be expected if the satisfaction question is positioned in the middle of a reasonable length questionnaire versus when the satisfaction question is the first line after the screener questions.

In another example, the polarity of the scales were reversed (i.e 1 is best or 5 is best), sure enough the relative scores dropped.

So what needs to be done?

- (1) Identify **and validate** that any issue drives the behavior.
- (2) Deploy the metrics that correspond to the desired issues, and do not retrofit the available data to be a surrogate for the real measure.
- (3) Don’t tie the results to performance bonuses. What gets measured gets manipulated!
- (4) Don’t extend customer satisfaction too far. A satisfaction gap may have other causes, especially when comparing to competitors. For example, Mac touts an ease-of-use score, and it is important to Mac users. Studies show that ease-of-use is relatively unimportant to most Windows PC users. Who knew?

Use customer satisfaction only for what it was intended: finding and solving customer issues. Skip the analytics.

Customer satisfaction can go walk-about, but only if quality professionals allow it to happen.

Ft Wayne’s New Tech High School considers Problem Solving in curriculum

As ASQ Section 0905 has discussed many times, Problem Solving needs to be integrated in the K-12 educational system so that it is second nature. New Tech High School, based in Wayne High School is doing just that. It may even be developing cutting-edge Problem Solving curriculum. Amazing. Support the effort any time you’re talking to teachers and administrators.

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.

Refresher Course Schedule

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

The refresher classes will meet on Saturdays, October 17th through November 21st

***CQIA and SSGB* - Classes will meet from 8:00am to 12:00pm in Carroll Hall at the Ivy Tech Community College “North Campus” (Stellhorn & St. Joe)**

***CQA and CQE* – Classes will meet from 9:00am to 1:00pm at the Peabody Library in Columbia City (1160 E. State Rd. 205)**

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 jteeple@ivytech.edu

(260) 480-4165 or

7 Mistakes Job-Seekers Over 50 Make

From: <http://internsover40.blogspot.com>

By: Michelle Goodman

A good portion of the e-mail I receive is from readers over age 50 who are [looking for work after a layoff](#). Many tell me they found their last job more than a decade ago, in the classifieds of their local newspaper. Many more say they're daunted — understandably so — by the foul job market, the prospect of ageism and the likelihood of [being interviewed by someone half their age](#).

All of them worry about the generalizations some short-sighted employers make about older workers. Either they see you as overqualified and overpriced, or they believe you're inflexible and technologically challenged. Perhaps they suspect you're just biding your time and taking up space until retirement rolls around.

We've all heard countless career experts (yours truly included) offer the same [old job hunting solutions for workers over 50](#):

But platitudes will only get you so far. So let's talk about the top mistakes that hopeful hires over age 50 make and how to avoid them.

Telling Yourself That No One Hires Older Workers

I hear a lot of 50- and 60-somethings make this complaint. Yes, older candidates have to work harder to overcome [discrimination](#), and no, it's not fair. But that doesn't mean every employer is hell-bent on shutting out all candidates over 35.

Example: The site RetirementJobs.com lists more than 30,000 full-time and part-time jobs nationwide with "age-friendly employers." Other job sites that cater to older workers: Jobs 4.0, Retired Brains, Seniors4Hire and Workforce50.com. In addition, AARP offers this list of the best employers for workers over 50.

So, please, don't tell me no one's hiring older workers.

Putting an Expiration Date on Contacts

You've been on this crazy hamster wheel we call "work" for at least three decades now, so you might as well milk the vast contact list you've amassed for all its worth. It's perfectly acceptable to [reach out to former employers, co-workers, vendors, classmates and other colleagues you haven't corresponded with in a decade or two](#). (Searching sites like LinkedIn and Facebook make finding them a snap.) Not only will your peers understand, more of them are likely reaching out to their long-lost contacts, too.

Doing a History Dump

The No. 1 mistake I see with older candidates is they include [too much information in their resume](#),” said Cathy Severson, a career coach who runs the site Retirement Life Matters. “Clear the clutter, old-dated, irrelevant information from your resume.”

Instead, tailor your resume to the job you’re applying for — each time. Two to three pages and 15 years of relevant experience is more than enough.

Likewise, be careful that you don’t turn an interview into a snooze-inducing laundry list of your top 100 achievements over the past 30 years, said Tom Mann of TR Mann Consulting, a marketing and advertising firm specializing in boomers and older workers.

Experienced workers are so eager to show their skills off that they do a ‘history dump,’” he said. “While it’s important to share your relevant skills, how you present is equally important. Show that you are also fun. Remember, Gen Y doesn’t want to feel like they’re working with their mom or dad.”

Copping an Attitude

Equally damaging is acting superior to an interviewer who’s younger than you or showing up with a chip on your shoulder the size of the national debt.

“It’s not a good idea to tell the person how much you can teach them,” said Cynthia Metzler, president and CEO of Experience Works, a national nonprofit that provides job training to low-income workers over 55. “But it is a good idea to tell them if you have any experience working or volunteering in a multigenerational workplace.”

Winging the Interview

Not [practicing for your interviews](#) is another no-no, especially if you haven’t been on one since the Reagan administration. If you’re not sure how your interview rap is coming across, Metzler suggests enlisting a 20- or 30-something pal or colleague to do a test drive with you:

“If you know you’re going to be interviewed by someone who’s 25 and you’re 65, then find someone who’s 25 and have them interview you.”

Arthur Koff, the 70-something who runs the job site Retired Brains, suggests taking it one step further:

“Try to get an interview with an employer you are not interested in working for as practice. You don’t want to go to your first [important] interview in a long time and make easily correctable mistakes.”

Failing to Embrace Your Inner Geek

As a Gen Xer, I didn't grow up making videos and blogging about my every burp and hiccup. I'm actually one of the biggest Luddites I know. But like many of my tech-challenged peers, I've learned that blogging about my field and using the micro-blog Twitter are simple ways to get noticed by potential employers (how do you think I got this gig?).

As long as you act like yourself and don't show up squeezed into your kids' clothes, no one will accuse of you being a 20-something wannabe. Instead, people will be impressed by your tech skills.

"I have interviewed and hired people close to twice my age," said Asher Adelman, founder and CEO of the job site GreatPlaceJobs. "I would highly recommend that [older job seekers take advantage of social media platforms](#), which happen to be very easy to use, even for technophobes, in order to give the impression that they are in tune with the latest technological advances. This will work wonders for convincing young interviewers that you have the ability to work and relate with younger co-workers and excel in today's rapidly changing workplace."

Ignoring the Overqualified Elephant in the Room

As we all know, when employers see candidates applying for a job below their experience level or tax bracket, their hackles go up. So if you're going for a position with less pay or responsibility than you've been accustomed to, it's your job to [explain in your cover letter and the interview why this is](#).

"It could be because they've had a very stressful career life and now would enjoy having their hands in something that is still part of a team but doesn't involve so many headaches," said Judi Perkins, a recruiter for 22 years who now works as a career coach. "It could be they're willing to take a cut in pay because the almighty dollar just isn't as important to them anymore."

Whatever rationale you give (no longer interested in climbing the ladder, done with working 14-hour days, miss the hands-on tasks you did before joining management), be sure to let potential employers know that you're interested in them, rather than just a job.

If you need more help getting up to speed with today's brave new job hunt, visit your local career center and check out AARP's excellent job hunting advice for older workers.

Whatever you do, don't throw in the towel before you've even tried. Your tattooed, flip-flop wearing counterparts need someone who's been around the block a few times to show them how this work thing's really done.

Michelle Goodman is a freelance journalist, author and former cubicle dweller. Her books — "The Anti 9-to-5 Guide: Practical Career Advice for Women Who Think Outside the Cube" and "My So-Called Freelance Life: How to Survive and Thrive as a Creative Professional for Hire" (October 2008) — offer an irreverent take on the traditional career guide. More tips on career change, flex work and the freelance life can be found on her blog, Anti9to5Guide.com



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