
SEPTEMBER
2008

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September 2008**

Chairman's Column

Quality Process Update

**All Day Conference in
November**

**17th Annual Audit
Conference**

**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

SEPTEMBER DINNER MEETING

September 11, 2008

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 E. Smith:

James.e.smith@baesystems.com

Telephone: 260-434-5464

Dinner Meeting at Warsaw, Indiana

Ramada Inn

**2519 East Center Street
Warsaw IN 46580**

Same times as above and same dinner price

Webcast of the Fort Wayne Presentation

For reservations contact Nathan Prieshoff:

nathan.prieshoff@medtronic.com

Telephone: 260-267-6826, ext 7863

topic: Subversion Analysis: Think Like A Saboteur

Presenter:

Svetlana Visnepolschi, Director of Anticipatory Failure Determination, from Ideation International of Farmington Hills, MI.

Brief Description:

This is a portion Ideation's I-TRIZ program and complements FMEA-type analyses. Sveta is one a group Ideation personnel who studied for nearly a decade with Genrich Altshuller, the founder of TRIZ. Svetlana pioneered the application of TRIZ prediction methods for technical and non-technical systems and is the creator of the AFD software. Her latest book will be published shortly. Copies (get them before you can buy them) may be available at the Section meeting.



ADVANCING THE QUALITY PROFESSION

STRATEGIC PLAN 2008-2009

Section 0905 advances the quality profession in 2008-2009, the strategic plan reads.

Two major initiatives put forward:

Having superior speakers and more of them

Having simultaneous Section meetings in different locations in the region.

This strategy started in the winter of 2007. Plans were made to have a meeting in Warsaw and to start a reference library and an e-library. Plans didn't fully succeed. We had trouble getting a neutral meeting place in a very business-competitive town. ASQ Quality Press, we found, is 3-4 years away from resolving digital rights management issues. But, Ivy Tech and ASQ hosted a successful spring daylong conference with Donald Wheeler in April 2008.

Over summer, we found out that TQMNet was folding its Lean Sigma Conference, which we shared as our All-Day Conference. The next day, the Ivy Tech/ASQ conference team had Forrest Breyfogle scheduled in the same daylong conference format followed by a separate presentation at the Section meeting. This replaces the defunct TQMNet conference. That is in November. To that we have added Svetlana Visnepolschi in September. She may not have the name recognition of Forrest Breyfogle, but she is internationally known for the development of Subversion Analysis. Subversion Analysis complements FMEA and FTA

while advancing the whole category of risk reduction and failure anticipation and prevention. She is also author of a newly released book on the subject "How to Deal with Failures (In A Smart Way)." It will be world-premiered at the September 11th Section meeting.

Megan Pape has lined up additional superstars for 2009. The Section will again host a Spring Conference, too. In short, Section 0905 is advancing the professional level of our members through continuing education.

The Section is also advancing the profession through networking. With gas at nearly \$4/gallon and time available at a premium, driving a distance to attend a meeting is a tough call. In response, Section 0905 has arranged a pilot trial of **DISTRIBUTED SECTION MEETINGS**. This means that using conference connections we will have a Dinner Meeting at the Ramada in Warsaw AND at Hall's Guesthouse in Ft Wayne on September 11th. The two meetings will share the wisdom of Sveta via a conference hookup.

Medtronic deserves a salute because following on Nathan Preishoff's request, **Medtronic is donating a high end conferencing module to be used for ASQ section meetings. Ramada is providing care for the unit and reducing our room charge. Nathan is organizing this event.** We expect to make this a regular connection.

What about the northern and southern parts of the section? If this pilot trial goes well we hope to expand it to other locations like Ashley/Angola, Kendallville, Wabash, and Berne. It will be a phased rollout, partially based on where we can get coordinators like Nathan. We are also going to try this with our Section Leadership meetings.

These two major advances for the quality profession took nearly two years to accomplish. We need a pipeline of these ideas that can push the profession forward. Send me your best ideas for inclusion in the 2008-2009 strategic plan.

QUALITY PROCESS UPDATE

SEPTEMBER 2008

QUALITY POLICY DEPLOYMENT PROCESS



STRATEGY

QUALITY ASSURANCE IN THE FACE OF INTENTIONAL SABOTAGE

Paraphrasing a bald statement, 'someone in China intentionally poisoned heparin and, earlier, fatally doctored pet food, just to save money,' does not mince words in this politically-correct era. This accusation came from a chief editor at a world-class scientific journal. QPU looks at how quality professionals can protect the product and give the assurance system credibility in the face of intentional sabotage.

Chemical And Engineering News from the American Chemical Society had a discussion with several pharmaceutical firms who source active pharmaceutical ingredients (API) in China. They talked about their quality systems. The overall challenge is sourcing high-quality and reliable materials from that country. As the author goes on to note, in the not-too-distant future, the costs of environmental controls, competition for skilled labor, and currency valuation mean that China has probably reached its low cost point. Sourcing will probably move to less developed sources like Malaysia or southern Africa. As this happens, the problems seen in China will need correction again.

The Chinese have developed expertise in products made by fermentation. But, the Chinese manufacturers appear have some common issues: a relative weakness in developing methods for identifying impurities, a difficulty in controlling particle size, a limited ability to extract residual organic solvents, and a lack of supplier quality engineering.

For example, a US FDA certified facility spokesperson noted that the firm increasingly asked tough

questions of its own suppliers. But, she lamented that, while doing site visits and selecting what the company believes are reliable suppliers, "unless we have someone sitting there full time, we can't know everything."

Some of the reported sources of problems are policy level issues. For example, cutting corners by manufacturers to meet the low-ball prices quoted; and stateside purchasing organizations who do not have firm sourcing rules tied to quality requirements.

As an example of the lack of firm purchasing standards, prior to the heparin-doping crisis, which appears like the tainted pet food crisis to be a deliberate fraud incident, many stateside purchasing agents were pressuring the local buyers to add suppliers who were definitely suspect. After the crises, these same purchasing organizations are questioning even sound companies.

The situation that can be summarized as "you get what you pay for," is not a very good risk management strategy.

"You get what you pay for," is not a very good risk management strategy.

TACTICS

Recommended quality system approaches include having reliable people and agents on the ground in China. These agents frequently conduct the audits and inspections, but also training of firms and potential firms in current Good Manufacturing Processes (cGMP). They are introducing the **six-system audit**: one quality system integrated for the five manufacturing systems: the production system, the facilities and equipment system, the laboratory controls system, the materials system, and the packaging and labeling system.

Additional techniques appear in the August *Quality Progress* which introduces the Outsourcing Book of Knowledge <http://www.asq.org/quality-progress/2008/08/global-quality/in-the-know.html>.

Six main areas covered in the BoK are:

- Project Management
- Knowledge Management
- Quality Engineering and Management
- Supply Chain Management
- Communications Management
- Team Management

Project Management includes the standard project charter and tracking tools, but highlights the need for LESSONS LEARNED and RISK MANAGEMENT. Sveta Visnepolschi will be presenting a new risk management tool SUBVERSION ANALYSIS at, appropriately, the September 11th Section meeting.

Knowledge management transfers true understanding regarding the quality plan to the supplier. This reflects Principles-based Quality, not Quality by rules and regulations. Accountants see the same dilemma. The American accounting system uses rules and regulations to proscribe illegal behavior. But, with loose construction, anything that is not strictly prohibited is legal. There is always a sharpie who finds the design around the rule. In the International Standards, the rules are governed by Principles. The Principles direct a philosophy of "Would your saintly mother approve?" KM also includes training and skills assessments.

Quality Engineering and Management uses the classical tools for planning, prevention, appraisal, and auditing. Augmenting the QE methods are Supply Chain Methods straight out of APICS, which the Supplier Quality Engineers and Managers must add to their repertoires. Added are supplier selection and certification, logistics, and lean manufacturing training of the supplier.

Finally, teamwork and communications skills become even more critical than with domestic

suppliers. These go beyond the listening and language skills, but include technological abilities with videocon and telecon and managerial decision making skills. How many Northeast Indiana Quality Engineers and Technicians speak a foreign language, have knowledge of the customs of Mexico, China, India, or Poland, and can set up an international conference call? Here are value-adding opportunities for continuing education. Continuing education does not require going back to school. Here are two example approaches:

Identify very specific topics for improvement. Then, get Continuing Education seminars set up with local universities like Ivy Tech.

Follow the recommendation of John Naisbitt, author of *Megatrends*, Read. Read everything that you can possibly read. Myself, I read about 35 newspapers and trade magazines each week. Have dyslexia or difficulty reading? There are numerous downloadable podcasts or free over-the-web news clipping services. Listen to them while driving to work or in the background while working.

Improving Traceability in Food Processing and Distribution

This summer brought a tragic series of Salmonella-caused deaths and sicknesses. The case was an ideal opportunity to quickly pinpoint a cause. Briefly, a clinic nurse on an Indian reservation put two-and-two together about food poisoning when she saw a number of cases in a short period of time. The alarms were raised efficiently. Investigators had a limited number of isolated victims caught very quickly. The study failed because the suspect was mix of materials, a salsa. Once produce like tomatos and jalopenas were blended at canning plants, all traceability was lost.

The need for a better traceability system is a lesson learned from this outbreak. Some QEs are insisting that the role of improved traceability systems not only will ensure food safety, but will optimize business performance like ISO 9000 can do. An improved traceability system will likely include modeling, identifying and fixing bottlenecks in traceability systems, including process information and tracing analytical measurements. New traceability technologies are emerging such as DNA markers, electronic tagging of farm animals, ways of storing and transmitting traceability data and the range of data carrier technologies.

Modeling is a rising area in the Quality profession. Are you looking to advance your skill set?

All Day Conference

Going Beyond Lean Six Sigma and the Balanced Scorecard: The Integrated Enterprise Excellence (IEE) System

Presented by Forest Breyfogle (Crosby Award Recipient)

**Sponsored by ASQ Section 0905
and
Ivy Tech Community College (Fort Wayne)**

November 12, 2008 (Wednesday)

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

**Cost: \$190.00 for ASQ members (\$210.00 for non members)
(Continental Breakfast & Lunch included as well as 2-books)**

**0.7 RUs/CEUs available to those who complete
the workshop and an evaluation of the program**

7:00 AM – 8:00 AM	Continental Breakfast and Registration
8:00 AM – 12:00 PM	Workshop
12:00 PM – 1:00 PM	Lunch
1:00 PM – 4:00 PM	Workshop

Registration

**Payment due at reservation.
All major credit cards accepted or pay by check.**

**G. Daniel Templeton
Aptimise
9910 Dupont circle Drive East, Ste. 140
Fort Wayne, IN 46825
Telephone: 260-407-0203, ext. 2001
Fax: 260-407-0206
Checks payable to: ASQ Chapter 0905
(Reservations by check at the door accepted as space permits)**

All Day Conference Continued

Going Beyond Lean Six Sigma and the Balanced Scorecard: The Integrated Enterprise Excellence (IEE) System

- Are business goals not being met?
- Do you have all the right tools, but still find yourself wasting time firefighting the same problems over and over again?
- Are organizational metrics leading to the wrong behaviors?
- Does your organization simply tell stories when reporting metrics but the metrics don't seem to be improving?
- Are the most beneficial organizational strategies being created and executed?
- Are projects either not getting completed or, when completed, don't seem to impact the bottom-line as much as claimed?

This one-day seminar with renowned Lean Six Sigma and Process Improvement expert and author **Forrest Breyfogle** helps organizations address these issues and more.

"The one day workshop by Forrest Breyfogle, entitled "Going Beyond Lean Six Sigma and the Balanced Scorecard", was an in-depth deployment tool of the Integrated Enterprise Excellence methodologies. Each participant of this workshop was able to take away the tools to help their company integrate metrics with achieving excellence while keeping focused on the strategic intent of the company. It was my pleasure to host Mr. Breyfogle for this sold-out one day workshop."

Ginger Truan

Chair, ASQ Greater Houston #1405

Competitive pressures are forcing executives to react faster to changing business conditions and customer requirements. Line managers and decision-makers need to have an efficient and effective system for day-to-day business operation with access to performance metrics that lead to the most appropriate activities. In short, what's needed is a performance measurement and improvement system to drive financial and operational success: **Integrated Enterprise Excellence**.

Come learn from **Forrest Breyfogle** how to address these issues using the Integrated Enterprise Excellence (IEE) system, which goes beyond Lean Six Sigma and The Balanced Scorecard. IEE helps orchestrate the three Rs of business (everyone doing the Right things and doing them Right at the Right time).

Be one of the first people to obtain a copy of two new books written by Forrest on the revolutionary method of IEE. Many references will be made to the book and volume during the workshop.

- *The Integrated Enterprise Excellence System: An Enhanced, Unified Approach to Balanced Scorecards, Strategic Planning, and Business Improvement*
- *Integrated Enterprise Excellence Volume I - The Basics: Golfing Buddies Go Beyond Lean Six Sigma and the Balanced Scorecard*

Forewords by Chris Galvin, past-CEO Motorola, Scott Dickman, CEO Oracle Pkg., and Matt Spinolo, CEO Primacy

ASQ Refreshers in Columbia City this Fall

Workforce & Economic Development of Ivy Tech Community College will be offering certification refresher classes in Columbia City this Fall as a convenience to the 0905 membership in that area.

The **CMQ/OE & CQT Refresher** classes will meet on Saturday, September 6th through October 11th. *The ASQ exam registration deadline has been extended to August 22nd and the exam date is October 18th for these certifications.*

The **CQA & CQE Refresher** classes will meet on Saturday, October 18th through November 22nd. *The ASQ exam registration deadline has been extended to October 10th and the exam date is December 6th for these certifications.*

All classes will meet from 8:00 a.m. to 12:00 p.m. at the Peabody Library in Columbia City. Each course fee is \$279. For more information or to get registered, call Ann Travis at (260) 480-4118. More detailed information will be posted on the web at www.asq0905.org as well.

Please note that the certification exams will be proctored at Ivy Tech Community College, 3800 N. Anthony Blvd. Fort Wayne, IN 46805 as usual.

Career Center Enhancement

Beginning September 1 you will notice a big difference on the [ASQ Career Center Web page](#) -more jobs! We are happy to announce that ASQ is joining 16 other science and engineering associations on the Engineering and Science Career Network (ESCN). What does this mean to you? More jobs specifically for ASQ job seekers and more reach for employers. So get your résumés ready for September 1-and employers get your jobs lined up!

Gas Card from ASQ.

Being a part of an association is a very important step in someone's career. You've recognized this step yourself by being a member in ASQ. ASQ is a great way to keep young professionals and veterans up-to-date on news and tools. With this special offer, now is the perfect time to pass along the value of ASQ.

Throughout the month of September, for each member you refer through ASQ's Each One Reach One (EORO) referral program, you will be entered into a drawing to win a free gas card up to \$100. That's in addition to your 5 ASQ Bucks for recruiting an individual member, 120 ASQ Bucks for recruiting a Site member, or 1,000 ASQ Bucks for recruiting an Enterprise member. If you recruit 10 members in September, you will have 10 chances to win!

17th Annual Audit Conference in October

Register Today!

This is your final chance to save! [Register](#) by September 4, 2008, and receive discounted rates for individuals and groups. Individuals pay only \$750.00 and groups of 10 or more pay \$675.00 per person. Join other audit professionals and learn how to “master your audit game.”

Preconference Offerings

The 17th Annual Audit Conference offers 12 preconference courses and tutorials held over two days beginning October 13. You can choose any of the following:

- CQA Exam Refresher
- CMQ/OE Exam Refresher
- After the Audit: Benefiting From the Audit
- Problem Solving and Decision Making
- Project Management Workshop
- Root Cause Analysis
- Auditing for Risk: A New Model Using Risks and Controls
- Auditing for Lean
- Audits and Legal Requirements
- On the Fairway: Effective Writing Skills for the Quality Auditor
- Process Auditing and Techniques: Validate, Verify, and Identify Risk
- Integrated Internal Auditing

You can find [pricing](#), [scheduling](#), and [course or tutorial descriptions](#) online in the conference brochure.

Concurrent Sessions

Design your own conference schedule to fit your professional needs. Choose from 40 concurrent sessions to satisfy everyone from “beginners” to “pros.”

Session Tracks Include:

- Getting Equipped and Teeing Up
- On the Fairway and Out of the Rough
- The Short Game
- Leaderboard

Relax!

Before heading back to the office, join the Audit Division at the beautiful [River Golf Club](#) for the annual Golf Tournament on Saturday, October 18, 2008. Tee time is 12:30 p.m. Club professionals will provide support services as applicable for this private tournament, including golf carts, cart signage, scoreboard, scorekeeping service, rules sheet, and range balls. Club rental is limited, but available for an additional fee.

Tournament Fee: \$59.00 per player

Club Rental: \$25.00 (To be paid at the time of the rental to River Golf Club.)

*Note: Price includes transportation to and from the course, greens fee, cart, tax, range, and a one-hour instruction clinic with the club professional. A light box lunch will be provided prior to play with a cook-out meal at the end of play. Prizes will be awarded to winners and participants at the conclusion of the tournament.

[Register Here!](#)

For more Augusta, GA, attractions, visit the Augusta Convention and Visitors Bureau at <http://www.augustaga.org>.

Visit <http://www.asq.org/conferences/audit/program.html> for the complete conference brochure and register today.



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