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**DECEMBER  
2008**

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December 2008**

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**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.*

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*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**

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## **DECEMBER TOUR**

**December 4, 2008 ( Thursday )**

### **DeBrand's Fine Chocolates**

**10105 Auburn Park Drive**

**Fort Wayne, IN, 46825**

**(Near the intersection of Dupont Road and I-69)**

<http://www.debrand.com/>

The tour will begin at 7:00 PM

The cost is \$5/person (guests welcome)

Limited to the first 50 people who make reservations

Note: each person will receive a  
coupon for \$5 off of a \$10 purchase.

For reservations please contact Megan Pape:

[papemm@usa.redcross.org](mailto:papemm@usa.redcross.org)

Telephone: 260-494-4715

Please make reservations by December 1, 2008



## ADVANCING THE QUALITY PROFESSION

### EDUCATION ABOVE AND BEYOND

#### ASQ Section 0905 provides unequalled education opportunities for quality professionals at budget prices.

The section brought two national speakers to Fort Wayne in 30 years: Feigenbaum and Crosby. We have now had two in six months, for a cost of less than \$400 total, including three texts. At the November leadership meeting, we agreed to seek a third one for a spring conference.

Leadership team members are soliciting recommendations for the Spring Conference speaker. We need these before December 15th. Any member can make a suggestion. Please e-mail or call any leadership team member. Their contact information is on the back page of this Histogram. Worst case, e-mail me at [dtempleton@aptimise.com](mailto:dtempleton@aptimise.com) or call me at 260-407-0204.

An integral part of this effort has been the support of Ivy Tech Community College's Workforce Development group led by Jim Teeple, the Section's Education Chair. Ivy Tech staff members have handled many of the administrative issues associated with executing the conference. Section 0905 extends our thanks.

What did Mr. Breyfogle say? In summary, using DMAIC terminology, to get the improvement in Y, you have to focus on the X's that lead to Y. Those X's need to be measured using a *predictable* process. That means the metrics must be statistically known. Goals play no role in this. Goals simply are a reporting mechanism that should read like 'given the variability of this process, we can

expect that [plug in number]% of the time, absent any special cause or any improvements, we will exceed/fail to make our goal.

Everytime, there is a process improvement, the **individuals control chart** mean and limits need to be reset. This contrasts with "Annual goals" or "Year-over-Year" goals which mask the changes occurring within the year and are not predictive of the future.

The second major key is aligning X's to produce the desired Y, and then basing the enterprise's strategy on SMART improvement goals for those Y's. One corollary to selecting the X's and Y's, make them the constraints on the business or process.

Mr. Breyfogle has graciously allowed us to post links on [www.asq0905.org](http://www.asq0905.org) to his website where the notes for this session are posted as well as other articles relevant to quality professionals. Please avail yourselves of this opportunity.

The leadership team is now accepting nominations for leaders for 2009-2010. Elections will be in April. In particular, we will need a new Section Chairman. I have served two successive terms now, and believe that it is necessary to get fresh blood and ideas into the Section Chairman's role. In addition, I will be seeking the Regional Director responsibility as will a second member of the leadership team: Wayne Scherry. Wayne has actively served in Section Outreach to other professional organizations, especially the Engineer's Week events. I am focused on making the region more active in advancing the profession, including returning to publishing the newsletter, conducting regional leader telecons, and visiting each section each year.

**Join the Leadership Meetings at Ivy Tech's  
Carroll Hall or on-line**

**Next one: Thursday, January 22nd at 5 p.m.**

Access Numbers: 1.866.409.4300

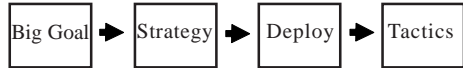
**Participant Entry Code: 4070204**

Optionally, open the Web Conferencing page at  
[www.meetingbridge.com/web](http://www.meetingbridge.com/web)

# QUALITY PROCESS UPDATE

DECEMBER 2008

## QUALITY POLICY DEPLOYMENT PROCESS



This month, QPU is an eclectic mixture of primary literature studies that impact various aspects of surveys and incentives.

## DEPLOYMENT

From Dr. Breyfogle, the Section learned that to achieve a high level goal (the “Y”), the practitioners need to focus on the constraining X’s. To enhance results and create a positive culture, Dr. Breyfogle prescribes carefully selecting metrics. The goals (analogous to specifications) measured by these individual control charts of metrics need to be viewed and set in terms of the common cause variability, otherwise gaming of the numbers and “stories” explaining common causes emerge.

The goals that are set need particular review in light of some new psychological findings published this summer in *Science* called “Mechanism Design.” It is the subject that won the 2007 Noble Prize in Economics. In a real-life case: the Y was to get improved parental pick-up of children at the day care. The goal was incentivized by fining those parents who were late. The result: the parents doubled the fraction of time that they were late! The reasoning for this was that the moral driver to spare the teachers from having to wait, which had previously driven parents to be prompt, was undermined by simply paying a fine. When the fine was rescinded, the parents retained the same fraction of lateness as when the fine was imposed. The moral code had been broken.

Lest readers think that this was abnormal, the article cites 40 more cases of undermining a moral code by policies designed to “correct” selfish interest.

Quality specifications may function the same way. They are designed to keep suppliers from degrading the products in order to save a dollar. But, the

imposition of a standard frequently lessens the resistance to cheating on the specification, “because the part is really going to work anyway.” And, the quality professional (and other leaders) have less inhibition to hiding behind the specification, even when the part won’t serve the intended purpose.

The Mechanism designer’s task requires crafting a solution so that each party gets the entire benefits and costs (to themselves and to others) of the actions they choose in response to the carrots and sticks relative to the goal. The economists have been able to show that incentives and appealing to moral motivations such as desire to do a good job and the Golden Rule are NOT separable.

Incentives, for example, may frame a decision problem where it becomes obvious that self-interest is the best course of action. The article highlights four processes that may work together or against each other in designing the mechanism to achieve the goal. The four processes are

- \* FRAMING
- \* CHANGING LONG TERM MOTIVATION
- \* ALLOWING THE FEELING OF SELF-DETERMINATION
- \* REVEALING INFORMATION BY INCENTIVES ABOUT THE PREFERENCE ON ACCOMPLISHING THE GOAL

Framing means putting the decision to be made in terms intended to influence the outcome or signal the desired results. For example, researchers found that framing decision-problems in a positive light generally results selecting less-risky choices. Negative framing results from options presented in terms of the relative likelihood of losses.

Individuals proved risk averse when presented with options where the stakes increase with each step. But, faced with cases when the stakes appear to decrease, individuals often increased risk-taking.

As most know, communication between people increases the likelihood of staying the moral course. The group frames the acceptable response.

Changing long term motivation and adopting new preferences are generally slow processes. The developmental processes involved typically include larger group-level effects such as conformism, schooling, peer pressure, and other forms of socialization. This is akin to the culture of the company, which needs to be reinforced and/or leveraged when building an incentive or goal.

Self-determination means that people feel that they are deciding what they do, rather than being bribed or clasped into “golden handcuffs.” Where people derive pleasure from doing something in the absence of other rewards, the introduction of explicit incentives may “overjustify” that activity and reduce the individual’s sense of autonomy. The underlying psychological mechanism appears to be a fundamental desire for “feelings of competence and self-determination within oneself.”

Managers who select incentives base the selections on their own objectives and their beliefs about how well the people will perform the task under each possible incentive. Thus, the incentives selected necessarily reveal information about the manager’s preferences, the nature of the task, and the manager’s beliefs concerning the worker. Imagine what message was conveyed by piece-part pay incentives under the Taylor system of supervision. Thus, be careful in setting your goals and incentives to reach those goals. One of the reasons agents respond negatively to incentive: the lack of fairness; the manager gains at the worker’s expense.

## TACTICS I

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ASQ National has purchased surveying software. Voice of the customer and customer satisfaction studies are all the rage. But, remember “Garbage In, Garbage Out.”

Inherently, those answering the questions are self-selected and not representative samples. There are

techniques to correct for “non-responders.” ASQ has not used these yet. And, QPU is sure that others are guilty as well. One corrective method is to compare the later responding people with the early responding people to get an idea of shifts in answers that will most likely be like the non-responders. A second method seeks out non-responders for a follow-up.

A recent article in *Quirk’s Marketing Research Review* discusses a number of pitfalls with the new world of on-line marketing research. The non-responders can be gauged by the “drop-outs,” people who start the survey and quit midway through. Why do they quit? The authors report boredom: slow question loading, clicking the NEXT button so often, and the sheer length; typically 60 questions for serious studies. To correct this, on-line surveys need to be more fun and engaging, not static forms. If the form is correctly designed, the killer statement “Please indicate how much you agree or disagree with the statements below on a scale of 1 to 10 where 1...” is replaced by “Please rate the following statements.” In terms of design: questions laid out in a grid and multiple choice boxes are public enemies #1 and #2 for generating boredom. Another sign of boredom, the answers at the end of the survey were answered in 17-25% less time than the first questions. Speeding through the questions resulted in fewer checks in boxes, a reduction in extreme responses, and shorter text responses.

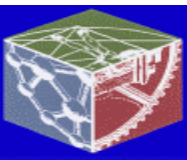
## So, how good is your satisfaction survey?

## TACTICS II

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Speaking of representative samples, Jack West, a solid guru of quality engineering, just updated his list of ISO approved sampling procedures. If you still rely on MIL STD or Dodge-Romig, you may want to broaden your knowledge base. Some are below.

ISO 2859-1 Attributes-AQL	ISO 3951-2 Variables-AQL
ISO 2859-2 Attributes-Limiting Quality	ISO 3951-3 Variables-Double Sampling
ISO 2859-3 Attributes-Skip Lot	ISO 3951-5 Variables-AQL
ISO 2859-4 Attributes-Declared Levels	ISO 8423 Variables-Percent Non-Conforming (Known Std. Dev)
ISO 2859-5 Attributes-Sequential/AQL	ISO 21247 Combined Accept Zero sampling and Process Ctrl
ISO 8422 Attributes-Sequential Sample	
ISO 8550-1 Attributes-Guidance on Selection and Usage-Discrete Lots: Acceptance Sampling	
ISO 8550-1 Attributes-Guidance on Selection and Usage- Discrete Lots: Sampling by Attributes	



# National Engineers Week

## Northeast Indiana Events

[www.indiana-eweek.org](http://www.indiana-eweek.org)

### Engineers Make a World of Difference

Northeast Indiana has a rich heritage of [inventors and engineers](#) and is home to hundreds of technology companies. Explore our website and come join us at the many events that promote engineering and encourage our youth to investigate, explore and build our future.

Northeast Indiana's Engineering Week Committee 1955 - 2009



Future Cities



Robot Games



Bridge Building



Banquet

National Engineers Week recognizes engineers and celebrates engineering achievements that have improved and advanced our lives.

Local professional engineering organizations, IPFW, IndianTECH, Science Central, area schools, and hundreds of residents honor engineering and celebrate National Engineers Week. Many programs start early in the fall and proceed until Saturday, February 21, 2009 ending with the Engineers Week Banquet that evening.

At the banquet, honored guests, professionals, families and friends enjoy a delightful evening of food, entertainment, and awards. Area professional engineering organizations, companies and individuals give over \$ 20,000 of academic awards to area youth.

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, 2009. The scholarships will be awarded during the March 2009 meeting. Please complete the application on the next page.

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## ASQ Career Center

[www.asq.org/career](http://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.

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## **Future ASQ Dinner Meetings 2008/2009**

(All at Don Hall's unless otherwise specified)

<b>January 8, 2009</b>	Bob Doering (The Correct Use of SPC in Precision Machining)
<b>February 12, 2009</b>	Tom Slagle (Critical Feature Traceability in the Medical Device Industry)
<b>March 12, 2009</b>	SCHOLARSHIP NIGHT
<b>April 9, 2009</b>	Conference TBD
<b>May 14, 2009</b>	TBD

**ASQ SECTION 0905  
SCHOLARSHIP APPLICATION  
DEADLINE FOR SUBMITTING: (FEBRUARY 1 OF AWARD YEAR)  
MAIL TO:  
Milt Gallmeyer, SCHOLARSHIP CHAIRMAN  
6548E 1000N  
Ossian, IN 46777  
Email: mgallmeyer@generalaluminum.com**

1. MEMBER'S NAME \_\_\_\_\_  

LAST	FIRST	MIDDLE
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 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_
2. NUMBER OF YEARS OF ASQ MEMBERSHIP \_\_\_\_\_
3. STUDENT NAME \_\_\_\_\_  

LAST	FIRST	MIDDLE
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 ADDRESS \_\_\_\_\_  
 CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP CODE \_\_\_\_\_  
 EMAIL ADDRESS \_\_\_\_\_ TELEPHONE NUMBER \_\_\_\_\_
4. UNIVERSITY ATTENDING \_\_\_\_\_
5. CLASS STANDING      CHECK ONE:    \_\_\_ SO    \_\_\_ JR    \_\_\_ SR
6. NAME OF DEGREE PROGRAM \_\_\_\_\_
7. HOURS COMPLETED\* \_\_\_\_\_ SCHOLASTIC AVERAGE \_\_\_\_\_  
**PLEASE ATTACH LATEST OFFICIAL COLLEGE TRANSCRIPT (REQUIRED)-2.70/4.0 MIN. REQ.**
8. I WOULD LIKE TO RECEIVE THE SCHOLARSHIP BECAUSE (INDICATE NEED) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
9. LIST ALL OTHER SCHOLARSHIPS AND AID YOU WILL RECEIVE FOR THE ACADEMIC YEAR  
 \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_
10. UNIVERSITY EXTRACURRICULAR/COMMUNITY ACTIVITIES (PLEASE LIST) \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**ELIGIBILITY for one annual \$800 renewable scholarship (Limit of three)**

1. Must be sponsored by an active ASQ Section 0905 member in good standing, and have completed one academic year \* prior to the applicable date and who will be a full time student (12 sem. hrs. or more ) during award use.
2. Must be enrolled in a program leading to an Associate, or Bachelors degree in Engineering, Technology, Physical or Natural Sciences, Mathematics, Statistics, Business-Administration., Health Sciences, and Education at a recognized (ABET or equiv. accredited) college or university.

\* (30 Sem. hrs. or 45 Qtr. hrs. minimum)

APPLICANT'S SIGNATURE \_\_\_\_\_

DATE \_\_\_\_\_

**NOTE:** Winner selection will be made at the February Board meeting.

**NOTE:** SCHOLARSHIP WILL BE AWARDED DURING THE REGULARLY SCHEDULED MARCH MEETING.

(Rev.11-05-07)



ASQ  
 Section 0905  
 P.O. Box 11887  
 Fort Wayne, IN 46861-1887

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Chairman ..... Dan Templeton, Aptimise <a href="mailto:dtempleton@aptimise.com">dtempleton@aptimise.com</a> 260-407-0203 ext. 2001	Arrangements ..... Jim Smith, BAE Systems <a href="mailto:james.e.smith@baesystems.com">james.e.smith@baesystems.com</a> 260-434-5464
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Treasurer ..... John Carlson, ITT Aerospace <a href="mailto:jcarlsonjr15@verizon.net">jcarlsonjr15@verizon.net</a> 260-451-5751	Membership ..... Brian Lanier, Ind. Oppurtunities <a href="mailto:indop@dmci.net">indop@dmci.net</a> 260-495-1732
Secretary.....James Oxenrider <a href="mailto:joxenrider@comcast.net">joxenrider@comcast.net</a>	SMP ..... Ed Woodward, Fort Wayne Anodizing <a href="mailto:XXXXXXXXXXXXXXXXXXXX">XXXXXXXXXXXXXXXXXXXX</a> 260-xxx-xxxx
<b>REGION 9 DIRECTORS</b>	Outreach Chairman ..... Steve Shoda, BAE Systems <a href="mailto:steve.shoda@baesystems.com">steve.shoda@baesystems.com</a> 260-434-5654
Director: Dick McKeever 513-984-0047	Newsletter Editor ..... Leslie Zody, Autoliv <a href="mailto:leslie.zody@autoliv.com">leslie.zody@autoliv.com</a> 260-341-5172
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Deputy Director: Dick Coy 317-849-3489	Nominating ..... Chuck Whitaker <a href="mailto:chuckw@obmenterprises.com">chuckw@obmenterprises.com</a> 260-385-7546
Deputy Director: Dorothy D. Shook 317-773-4399	Examining ..... John Meier, SEABOL <a href="mailto:jmeier8@comcast.net">jmeier8@comcast.net</a> 260-414-4126
Deputy Director: Molly Brown 812-523-5547	Placement ..... Dan Templeton, Aptimise <a href="mailto:dtempleton@aptimise.com">dtempleton@aptimise.com</a> 260-407-0203 ext. 2001
Deputy Director: John Chalmers 260-587-9155, x332	Program Chair ..... Megan Pape, American Red Cross <a href="mailto:papemm@usa.redcross.org">papemm@usa.redcross.org</a> 260-494-4715
Deputy Director: John Meier 260-414-4126	Auditing.....Wayne Scherry, Decatur Wire Die, Inc. <a href="mailto:wscherry@estes-dwd-us.com">wscherry@estes-dwd-us.com</a> 260-728-9272
ASQ Headquarters 800-248-1946	Internet Liason ..... John Chalmers, Ashley Industrial <a href="mailto:jchalmers@ashinmold.com">jchalmers@ashinmold.com</a> 260-587-9155, ext. 332
	Senior Advisor ..... Dave Masanz <a href="mailto:dmasanz@verizon.net">dmasanz@verizon.net</a> 260-745-7600