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**MAY  
2009**

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## **What's Inside**

**Dinner Meeting for  
May 2009**

**Chairman's Corner**

**Quality Process Update**

**Certification Refresher  
Courses**

**Special Book Discount**

**ASQ Career Center**

**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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## **May Meeting**

**May 14, 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](mailto: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@mchsi.com](mailto:nathan.prieshoff@mchsi.com)**

**Telephone: 574-267-6826, ext 7863**

**Topic:** Improving Laboratories through Accreditation to ISO 17025

This presentation will briefly discuss the ISO 17025 standard and will help attendees understand how and why adherence to the standard through accreditation will lead to laboratory improvement.

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### **Bio**

Douglas R. Leonard, L-A-B Managing Director will be presenting. Doug has been the Managing director of Laboratory Accreditation Bureau for 5 years, and has positioned this company as a leader in ISO 17025 Accreditation having received 'signatory' status from the International Laboratory Accreditation Cooperation ( ILAC ) in December 2007.



## *THE NEXT STEPS*

**Alphonse Daudet wrote a short story “La classe derniere” about the changes his school would experience when Germany acquired Alsace and Lorraine border states from France. The Prussians had humiliated France in the War of 1870.**

**The students would have to learn German, not French. The German flag would fly in town. The state names would change.**

Everything would revert after World War I. To assure that this would never happen again, the French built the Maginot Line: fortifications to stop the next German attack.

Problem was, the world changed. The Maginot Line and its counterparts in Belgium fell quickly because of new tactics: airborne assault and the Blitzkrieg.

This is a long history lesson to point out that ASQ and Section 0905 must prepare for the future, not fight the last war. To that end, the Section Management Process (SMP) calls for a strategic business plan each year. Such a plan starts with an analysis of Strengths, Weaknesses, Opportunities, and Threats (SWOT). The Leadership team and the members attending the April meeting did this.

Now, we must determine how to meet the threats, shore up our weaknesses, leverage our strengths to take advantage of the opportunities.

On the following pages are the SWOT analysis using an Affinity Diagram. At the April Leadership Meeting, initial ideas to make operational solutions to the SWOT were put forward. The membership will have the opportunity in the May members meeting to enhance this starter. The ideas were put together in an Interrelationship Diagram. There are three initiatives highlighted in Green:

### **Begin creating Webcasts Expand our Educational Efforts Try an Ad-hoc Public Relations Director position**

There are at least two solid proposals (in Blue) associated with these: Move the Meetings to Columbia City and Look For A Healthcare Related Speaker for the Fall Conference.

But, there remain numerous unaddressed issues all highlighted in Orange. At the May member meeting, we hope to brainstorm for some initiatives to address these.

The last step will be to file our business plan outlining our goals for 2009-2010. This is part of the SMP process.

**I want thank the members of the Leadership Team and Section for the support given me in leading the section for the last two years. And, like Toyota, who incorporates ~70-80% tried-and-true systems in their next model year's cars, ASQ 0905 has a Leadership Team that will have that proportion of veterans in 2009-2010. I have asked to take on the role of the Ad-Hoc Public Relations manager to see if we can develop this role and boost the ASQ brand equity locally. I will also continue to write and speak about quality.**

# ASQ 0905 SWOT

## STRENGTHS

- Quality Expertise within Section
- Shear Numbers
- Large Outreach Group
- Association with Ivy Tech

## WEAKNESSES

- Public Relations / ASQ Brand Awareness
- Revenue
- Use of Expertise
- Section does not have a Mgmt System
- MEETING SPACE**
  - Meeting Room Expenses
  - Meeting Room Technology
- ASQ Programming for Retired Members

## OPPORTUNITIES

### EDUCATION

- IPFW Quality Certifications (non-credit)
- Certifications Embedded in Classes
- K-12 Interventions
- Work to develop Collegiate Masters and PhD in Quality
- Emerging Technology Quality
- Expand to Compliance Systems: Scale beyond "Quality"
- Trade Group Insurance
- Grants
- Networking

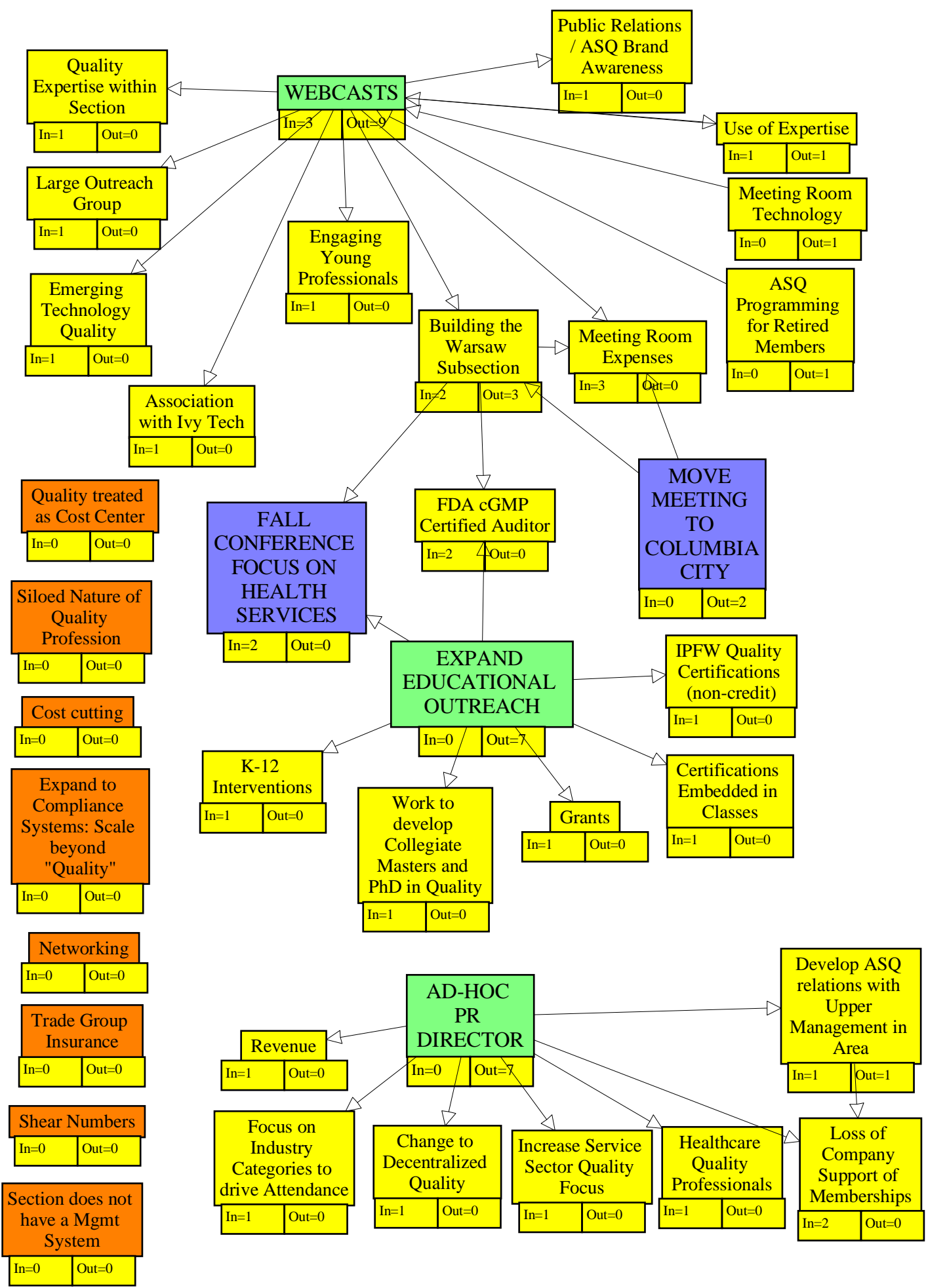
### CUSTOMERS

- Engaging Young Professionals
- Increase Service Sector Quality Focus
- Healthcare Quality Professionals
- Develop ASQ relations with Upper Management in Area
- Building the Warsaw Subsection
- Focus on Industry Categories to drive Attendance
- FDA cGMP Certified Auditor

## THREATS

- General Down Economy
- Quality treated as Cost Center
- Loss of Company Support of Memberships
- Cost cutting
- Change to Decentralized Quality
- Siloed Nature of Quality Profession

# ASQ 0905 SWOT



**Quality Expertise within Section**  
In=1 | Out=0

**Large Outreach Group**  
In=1 | Out=0

**Emerging Technology Quality**  
In=1 | Out=0

**Association with Ivy Tech**  
In=1 | Out=0

**Quality treated as Cost Center**  
In=0 | Out=0

**Siloed Nature of Quality Profession**  
In=0 | Out=0

**Cost cutting**  
In=0 | Out=0

**Expand to Compliance Systems: Scale beyond "Quality"**  
In=0 | Out=0

**Networking**  
In=0 | Out=0

**Trade Group Insurance**  
In=0 | Out=0

**Shear Numbers**  
In=0 | Out=0

**Section does not have a Mgmt System**  
In=0 | Out=0

**FALL CONFERENCE FOCUS ON HEALTH SERVICES**  
In=2 | Out=0

**EXPAND EDUCATIONAL OUTREACH**  
In=0 | Out=7

**Work to develop Collegiate Masters and PhD in Quality**  
In=1 | Out=0

**AD-HOC PR DIRECTOR**  
In=0 | Out=7

**Focus on Industry Categories to drive Attendance**  
In=1 | Out=0

**Change to Decentralized Quality**  
In=1 | Out=0

**Increase Service Sector Quality Focus**  
In=1 | Out=0

**Healthcare Quality Professionals**  
In=1 | Out=0

**Loss of Company Support of Memberships**  
In=2 | Out=0

**Public Relations / ASQ Brand Awareness**  
In=1 | Out=0

**Use of Expertise**  
In=1 | Out=1

**Meeting Room Technology**  
In=0 | Out=1

**ASQ Programming for Retired Members**  
In=0 | Out=1

**Meeting Room Expenses**  
In=3 | Out=0

**MOVE MEETING TO COLUMBIA CITY**  
In=0 | Out=2

**IPFW Quality Certifications (non-credit)**  
In=1 | Out=0

**Certifications Embedded in Classes**  
In=1 | Out=0

**Grants**  
In=1 | Out=0

**Develop ASQ relations with Upper Management in Area**  
In=1 | Out=1

# QUALITY PROCESS UPDATE

MAY 2009

## QUALITY POLICY DEPLOYMENT PROCESS



This month, QPU looks at surveying customers.

## TACTICAL

- Surveying methods: right and wrong;
- Using survey data: right and wrong;
- Marketing research quality checklist

**This message is brought to you by the American Society for Quality (ASQ). We appreciate your membership**

Greetings,

Quality guru Genichi Taguchi drew a direct connection between quality and social responsibility when he said that a product or service demonstrated good quality if its production and use caused little to no harm to society.

In a recent Quality Progress Quick Poll (3/31/08), 82.8 percent of respondents agreed that social responsibility and environmental sustainability should be considered part of quality management.

ASQ would like to hear your perceptions and thoughts on the integration of quality and social responsibility. Please take a moment to complete the short survey to let us know your thoughts! Please go to the following URL to participate: <http://www.asq.org/mr/social-responsibility.html>.

All information collected from the survey is confidential and will be presented only in summary form.

**This comes from the premier society for quality! We want to see how our members react to adding Corporate Responsibility and Environmental Sustainability to a Quality Professional's portfolio.**

Obviously, ask them. We have brand-spanking new software for generating marketing surveys. The result is the above e-mail.

### Problem Definition

Software doesn't teach surveying. Let's start with the following issues:

(a) The introductory e-mail inherently biases the result. The authors cited two positive reports. Of course, we don't know if the reports ask valid questions. So the results CAN NOT be projected

to any conclusion other than the people answering the survey said X. So what value is the survey?

(b) The survey is biased further because only respondents are reported. Respondents have a reason for answering. What about the non-respondents? There are marketing techniques to estimate them, but ASQ doesn't use them. Plus, I could respond as many times as I wanted.

(c) Many of the questioned are unanchored. **How familiar are you with Social Responsibility?**

**Not at all familiar**

**Somewhat familiar**

**Very familiar**

**Extremely familiar**

Define “Familiarity” and cite three examples. Your “Familiar” is different from mine. Anchoring means that terms are quantitatively, and it is hoped, interally defined.

We can go on with mockery of this example, but it would be excusable if it were the only transgression.

*Six Sigma Forum* featured a May 2008 cover page article on transit buses and ridership. They used a “Likert Scale,” you know the old 1-7, 1-worst, 7-best scale. The problem with the Likert scale is that the answers are ordinal data, not interval data. The distance between a 1 and a 2, may not be the same as between a 2 and a 3.

The article featured heavy analysis, six-sigma specialist style, using canonical correlation analysis. It is an excellent technique, I have used it myself. But, the base data all emanated from Likert scale questions. Therefore, the whole analysis was illegitimate from a mathematical standpoint. The article has yet to be retracted.

This critique of ASQ publications is not the gist of the story. The story is quality in marketing research. Section 0905 wants to address quality in service sectors.

One service sector using quality is advertising. This sector knows statistics as applied to marketing research, and would skewer these ASQ writings worse than I have, if they paid ASQ any heed.

*Quirk’s*, a marketing research trade magazine recently illustrated quality in advertising as it related to decision-making. It was written by an Evansville marketing group president. Her focus is advertising to support new product launches.

She defines critical marketing issues grouped around (a) the trend away from descriptive and predictive quantitative statistics to exploratory qualitative assessments that cost less, and (b) growing concerns regarding sampling. Today, we have do-not-call lists, caller-ID screening and answering machines. Probability sampling by phone has died.

In its stead is internet data sampling, just like ASQ’s. Marketing research data quality appears to be getting significantly poorer.

Executives, without benefit of quality standards, see marketing research as a commodity, fungible between every credible PR agency. In the article, Proctor and Gamble, another Region 9 homebody, cites numerous times that the preliminary data was flawed, after they spent many dollars preparing a product for launch.

A number of leading market researchers, including P&G, are trying to establish on-line marketing research standards. Below is a 8-part research quality checklist from ARSgroup in Evansille.

- 1. Have decision criteria that reflect the voice-of-the-customer, not personal/executive opinion.**
- 2. Align the metrics with the current objective.**
- 3. Pre-test the concepts. Have that data available before the decision is made.**
- 4. Make the performance indicators and decision-making tools simple to understand.**
- 5. Replicate the measurements. Make ongoing replicate analyses of the surveys over time to get greater confidence and, presumably, smaller error bars, in the original data.**
- 6. Find representative consumers of appropriate sample size. This means having good screening questions in order to qualify customers for the survey. This is often absent in on-line surveys.**
- 7. Validate and calibrate advertising so that valid measurements are made. The valid measures should accurately predict key items like awareness, share-of-market, use, etc. Again, continually validate these measures.**
- 8. Conduct independent audits, or if sensitive data are involved, use in-house quality auditors.**

# 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.

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## World Conference on Quality and Improvement

(Formerly the Annual Quality Congress)

Minneapolis, MN - May 18-20, 2009

Visit <http://wcqi.asq.org/> for more information.

## SPECIAL BOOK DISCOUNT

Forrest Breyfogle's "Going Beyond Lean Six Sigma and the Balanced Scorecard", presentation was given here in Fort Wayne November, 2008, sponsored by ASQ0905 and Ivy Tech Community College. During the presentation, Forrest mentioned his new books on Integrated Enterprise Excellence (IEE). You can learn more about these books, on his website: <http://www.smartersolutions.com/integrated-enterprise-excellence.htm>

Forrest Breyfogle is extending an offer to ASQ0905 to save up to 40% off list price on books in his webstore. Webstore: <http://www.smartersolutions.com/store/home.php?cat=2>

Coupon Code: s083n67

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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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The next issue of the Histogram will be for  
September 2009



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