
**NOVEMBER
2009**

What's Inside

**Dinner Meeting for
November 2009**

Chairman's Corner

About the Speaker

Quality Process Update

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.

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**

November Meeting

November 12, 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

"Applying the Project Management Body of Knowledge (PMBOK) to Quality Systems Projects"

Business statistics reveal that the majority of projects fail to deliver on-time, on-budget, and on-quality results. Organizations wishing to improve the quality of project activities and results – including those related to quality systems – should consider applying the Project Management Body of Knowledge (PMBOK). The Project Management Institute's PMBOK Guide is the ANSI-standard methodology for projects of all types and sizes. The PMBOK promotes project management as a "stable process" with process capability to consistently deliver high-quality project results.

Our speaker will present an overview of the PMBOK Guide, including a discussion of the five standard process groups (project phases), and the major Inputs, Tools & Techniques, and Outputs of each one (ITTO). He will demonstrate how the Work Breakdown Structure technique (WBS) can be applied to quality-related projects such as new product design-to-production, quality-related registration, continuous quality improvement, and cost reduction. The presentation will also include a brief discussion of PMP Certification requirements, which experienced quality managers may consider obtaining.

Whether you might serve as a member of a quality-project team, or as a quality-project manager, this program provides essential information about techniques that improve the probability of a successful project.

Chairman's Corner for October 2009

The month of November is a time to reflect on the things that we are thankful for. We are thankful for our friends and families, for our careers and professional opportunities, for our talents and gifts. I invite you to make November the month to take time to be thankful for the benefits of your ASQ membership by taking advantage of our monthly meetings, ASQ online training or finding a new benefit at asq0905.org or www.asq.org.

Our section had a good turnout for the October 8th meeting, when Rick Pettyjohn discussed writing audit reports. Our November meeting on the 12th will feature Greg McCormick from the Project Management Institute. We plan to have other exciting opportunities for professional development including a spring conference featuring Mr. Dennis Arter. Mr. Arter will give a one-day seminar and speaking at our April 8th section dinner meeting. More information regarding the conference will be available soon.

Is there an area of quality that would like to learn more about? Please contact me or any other board member. We have several vacancies on our board that can still be filled. Please consider the opportunities available by participating as either our Program Chair or Membership Chair.

Thank you!

Megan M. Pape

ASQ 0905 Section Chair

About the Speaker

Greg McCormick has more than 25 years of project experience in a variety of industries and project types. His work experience includes positions as a Project Manager in the global automotive supply chain, as co-leader of a project that achieved QS-9000 QMS Registration, and as Team Lead for internal quality audits.

He is a certified Project Management Professional (PMP), and a member of the Northeast Indiana Chapter of the Project Management Institute (PMI-NEIC). As Adjunct Faculty at Indiana Institute of Technology (Fort Wayne), he taught Project Management at the undergrad and Master's levels. Greg is also a Senior Member of the Society for Technical Communication (STC), and is Past President of the Indiana Chapter.

Greg is currently owner of Cedar Canyon Consulting, specializing in projects related to business continuity planning (BCP) and technical communications. He is a frequent speaker at professional meetings, workshops, and conferences. His email address is CedarConsulting@earthlink.net.

QUALITY PROCESS UPDATE

NOVEMBER 2009

QUALITY POLICY DEPLOYMENT PROCESS



BIG GOALS

Business leaders and Quality gurus say, "Quality is everyone's business." But, has that mantra diluted the standing of the quality professionals? Has quality faded into the background as a strategic business objective?

QPU answers "No, quality has not faded." Here are samples of quality showcased within the last quarter.

QPU has discussed the issues of quality in the food supply chain. Numerous supply chains have befallen some of the most stupendous failures of world class quality systems during the last several years. A loss of lot traceability has been identified as one of the

root causes. Now Cargill, the nation's largest privately held business, is touting, "Cargill works to assure that the crop follows identity preservation protocol all the way from planting to delivery."

What is the structure of an identity preservation protocol? At each physical location of the process, there is an action to be done in meeting an objective. Controls exist to monitor those actions. And, finally, records are kept of the controls. An example from the Australian Canola plan is illustrated below.

In a story about the Consumer Protection Safety Commission (CPSC) calling for third party testing for lead in children's toys, the article and the politics wandered off into "traceability principles" in farm and food safety. Other lot traceability examples may include machine-readable leg tags for chickens to batch labeling of orchard fruit. These

The screenshot shows a web browser window displaying a PDF document. The address bar shows the URL: https://www.australianoilseeds.com/_data/assets/pdf_file/0016/5803/Market_Choice_Stakeholder_Report.pdf. The document content includes:

Delivering market choice – Identity preservation

The 2008 canola crop has been harvested, sold and delivered. It has not yet been processed and deliver assessment against steps 1-4 in the flow chart below.

2008 GM Canola Protocols

	Action	Objective
Pre farm		
Step 1 Accessing the technology	Farmers must undertake Roundup Ready canola accreditation course and sign license documentation in order to access the technology and complete a paddock risk assessment & management option guide (PRAMOG).	Comply with Monsanto stewardship framework
	Technology Service Providers must be trained and accredited	Comply with Monsanto stewardship framework
On-farm to delivery		
Step 2 Crop Management	Growers must sign a Technology Use Agreement and purchase seed for sowing each season	Comply with the Roundup Ready Canola Crop Management Plan (Incorporating the Resistance management plan)
Step 3 Harvesting	Growers/contractors to follow clean down procedures	Comply with AOF guidelines or equivalent for equipment cleaning as per the Roundup Ready Canola Crop Management Plan
Step 4 Delivery to Grain Depot*	GM grain to be delivered to nominated grain depots Trucks are inspected prior to transport of GM grain Trucks are cleaned following transport of GM	Ensure that GM grain is kept separate

are considered by some to be extreme or protectionist barriers, but it puts quality assurance methodology in the limelight.

Change from the food supply to plastics manufacturing. In-mold decorating is one of the industry's hottest cost-saving measures. In-mold decorating involves bonding a plastic label during a plastic molding process, allowing the label to become a permanent part of the product. On what does the article focus? Not automation-friendliness, competitive pricing, or even exceeding FDA and child safety requirements, the focus is on defining the "Critical-To-Quality" factors and how to test for the CTQs.

Medical software technology

Good ol' Dr. F. He was marvelous and his patients loved him. He was foreign-born and retained his accent. He literally scribbled his prescriptions. The pharmacies would call the charge nurse to get the details of the prescriptions. Thirty-five years after my introduction to the Dr. F's Emergency Department in a small county hospital, electronic medical records are finally coming to the assistance of the poor pharmacist. Hospital drug-ordering systems are designed to eliminate errors, especially through handwriting transcription errors.

Now clinicians are finding that the drug-ordering software may increase the probability of an error. In 22 circumstances studied, the software led to more errors. The root causes were identified as thoughtlessly designed user interfaces and endless false alarms for minor drug interactions.

The user interfaces had two flavor extremes: sophisticated systems with a beaucoup of features and options that distracted the doctors; or the reverse: a disorganized, eclectic "root-through-the-rubble" interface.

Where were the quality professionals during the design phase and later the software QA check-outs? Sounds like there is plenty of room for quality professionals in the medical software

industry. Forbes magazine (a credible source for the senior executives) said that, "if the drug companies sold products with this quality level, it would be a page-one scandal."

Preventing Hospital Infections

Envision a product with a 10% external failure rate costing \$6.5 billion dollars. There are at least one that survives and is growing despite publicly published scorecard metrics that highlight these data: the hospital. As many as one in ten hospitalized patients contract an infection while in the hospital.

Among the ten most important ways to prevent infection in the hospital, a committee of the Association for Professionals in Infection Control and Epidemiology listed a basic quality technique: CHECKLISTS.

A study conclusively showed where checklists were used in more than 100 Michigan intensive care units, reductions of 66% in bloodstream infections related to catheter use occurred. The study ended the question, "are the infections preventable or inevitable?"

Further, though, the evidence sundered the hierarchical walls between doctors and nurses built on power and politics. Using a critical conversation technique, the doctor-in-charge pulled all of his physicians and nurses together and framed the conversation differently. "Would you harm a patient?", he asked. "No," was the universal response. "Well, how is it possible that you" ...see an infraction of a checklist item like "someone not washing their hands, and keep silent?" When presented as a topic concerning patient care, conflict melted away.

All 50 states reported to Congress that they were using checklists in hospitals. But, only 11 states used them in infection controls and reporting of infection rates. The root cause of the failure to adopt this arguably best practice, according to the Johns Hopkins doctor-in-charge, stems from the complexity of the intervention. The process requires a champion and hard effort monitoring the infections as they may not occur at the same time with the checklist data collection. The physician goes on that if hospital infection rates were publicized, "[He] guarantees this problem would be solved."

Johns Hopkins hospital is pushing these checklist procedures out to other areas of concern, for example: pneumonia patients, diagnosis of deep vein thrombosis, and pre-surgical status reviews.

The next difficulty is spreading the message. "If [he] has to go checklist by checklist, [he] will long gone before the work is done" he despairs. An additional issue is if hospitals begin reporting out infection rates and other detail level metrics, will the public be overwhelmed by the data and ignore it? Or, conversely, will it be picked over and twisted out-of-context or hyped over statistically insignificant differences like the current treatments of standardized school tests? Remember, what gets measured, gets manipulated!

How many quality professionals have helped lay people interpret statistical results. Write an article!

Micromolding

Many plastics molders of commodity products have been searching for projects with good margin since the downturn began. A growing market is micromolding, literally making very small injection molded parts for bioscience, microfluidics (nobel prize winner this year), drug delivery, medical imaging devices, ophthalmic lenses, gears, and microelectronics.

The quality issue is how process capable are those big injection presses when making microparts? Do the machines have tight enough tolerances and minimal gear lash to move the injection screw 0.01 inch. The first few parts may be good, but soon the tool will push apart and the parts will have unacceptable thin edges of waste plastic, called flash. Further, the material is also very slow to exit the barrel into the mold, allowing it to be overheated in the barrel and degrade its properties.

Trying to extract these parts from the mold even creates problems. Robots may damage them. So, newer molds rotate the part out presenting it for video inspection. Then, what are the quality criteria and methods for verifying that the tools are being properly maintained? Quality professionals at

some of the manufacturers admit, they are making it up as they go: another new quality field.

The net result is a new era of machine design is coming. They are still being designed in the "garage-shops", a la Hewlett and Packard. Here is another opportunity for a quality professional to design in quality to a product before the costs of poor quality are built into another generation of technology and machines. Further, it is a good time to discuss the ninth waste: overkill in machine design.

If you're not into that, try working with developers of mold flow analysis software for micromolding. Many software programs don't even recognize that the microparts exist. They are too small for the analysis grid.

HOW TO CAPTURE THE TRIBAL KNOWLEDGE...

and build communications skills: BLOGS. Your firm's IT group can implement a blog that everyone can access and search. Associates can keep personal blogs to document and arrange their work. The blogs can also be used to communicate within and, possibly outside the company. Note: the latter communications may jeopardize trade secrets, if associates are not careful. Often the blogs can enhance reputations within the organization and improve teamwork/collaboration.

What researchers found was that people who routinely blogged, often provided the intimate detail so regarding how processes really got done done at work. When studying a process, being able to download the blog history, with or without identifiers, helped fill in the blanks on how processes really happen, allowing professionals to find new failure modes, customer satisfaction needs, and steps that need to be taken when things go off the rails.

Obviously, key personnel like manufacturing operators can not be blogging in real time, but their supervisors can. Also, "white collar workers" such as telephone call center personnel can safely provide a world of critical data.

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.

Scholarship Time

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, 2010. The scholarships will be awarded during the March 2010 meeting.

**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
--	------	-------	--------

 ADDRESS _____
 CITY _____ STATE _____ ZIP CODE _____
2. NUMBER OF YEARS OF ASQ MEMBERSHIP _____
3. STUDENT NAME _____

	LAST	FIRST	MIDDLE
--	------	-------	--------

 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

Non-Profit Organization
 U.S. POSTAGE
PAID
 Fort Wayne, Indiana
 Permit No. 880

ADDRESS SERVICE REQUESTED

Printed by Perdue Printed Products

2009-2010 OFFICERS	COMMITTEE CHAIRS
Chairman Megan Pape, American Red Cross papemm@usa.redcross.org 260-480-8165 Chairman Elect..... Vacant Vice-Chairman.....Chuck Whitaker usaimo@juno.com 260-385-7546 Treasurer John Carlson, ITT Aerospace jcarlsonjr15@verizon.net 260-451-5751 Secretary..... Vacant	Arrangements Jim Smith, BAE Systems james.e.smith@baesystems.com 260-434-5464 Education James Teeple , Ivy Tech Community College jteeple@ivytech.edu 260-479-2227 Scholarships Milt Gallmeyer, General Aluminum mgallmeyer@generalaluminum.com 260-356-3900 Membership Vacant SMP Ed Woodward efcbwdwr@comcast.net Outreach Chairman Steve Shoda, BAE Systems steve.shoda@baesystems.com 260-434-5654 Newsletter Editor Leslie Zody lzody@indianadata.com 260-349-2917 Recertification Karen Hughes , Ashley Industrial Molding kjhughes@metalink.net 260-587-9155, ext. 332 Nominating Chuck Whitaker usaimo@juno.com 260-385-7546 Examining John Meier, SEABOL jmeier8@comcast.net 260-414-4126 Placement.....Nathan Prieshoff Program Chair Vacant Auditing.....Wayne Scherry, Esteves Group wscherry@estevesgroup.us.com 260-728-9272 Internet Liason John Chalmers, Ashley Industrial jchalmers@ashinmold.com 260-587-9155, ext. 332 Senior Advisor Dave Masanz dmasanz@verizon.net 260-745-7600
REGION 9 DIRECTORS	
Director: Dick McKeever 513-984-0047 Past Director: Bud Newton Deputy Director: Dick Coy 317-849-3489 Deputy Director: Dorothy D. Shook 317-773-4399 Deputy Director: Molly Brown 812-523-5547 Deputy Director: John Chalmers 260-587-9155, x332 Deputy Director: John Meier 260-414-4126 ASQ Headquarters 800-248-1946	