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QualityMatters January 1998

American Society for Quality Northern Virginia Section 0511 Volume 14 Issue 2



Quality Roundtable Established

The ASQ Northern Virginia Section 0511 board has made a decision to feature local companies and showcase their achievements in quality. There is much that all of our membership can gain from your accomplishments, lessons learned, and advice. To that end, we would like to present you with an opportunity to be a member of the "Quality Roundtable" network we are establishing in the Northern Virginia area.

There is no cost involved. It is a simple concept-companies that have made significant strides in quality host a "roundtable" meeting, inviting members of other organizations to learn from your experience in quality, exchange ideas, and ask questions.

If you are interested in showcasing your accomplishments in quality, we will take care of the rest. We'll invite ASQ members to attend an hour-long session hosted at your facility either in an early morning or late afternoon time frame. This offers you the opportunity to present your accomplishments in quality any way you like. We would only ask that you provide a description of what you will be covering, and if possible, provide some light refreshments for the attendees.

The public relations value of such a format is significant. We are trying to resurrect this concept, which was in existence several years ago in the western suburbs as the "Reston Quality Roundtable." We are certain that you will have questions.

Please consider this opportunity and call Mark Jones with your proposals at (703)620-8267.

**LOOK INSIDE FOR YOUR
DINNER MEETING
DISCOUNT COUPON !!!**

ASK THE EXPERTS

Is your company embarking on a company-wide implementation of continuous quality, or training program that no one is really sure about? Then talk to Henry Kling, *Experts List Coordinator*, at (703)360-9134. This is a free service to all ASQ members.



Northern Virginia Section 0511

From the Editor...

Seasons Greetings and Happy New Year to all newsletter readers. Any contributions of quality - related news in the Northern Virginia area or just comments in general would be greatly welcomed and appreciated. Please feel free to e-mail them to me at: Newsletter@asq0511.org or fax to my attention at (703)208-1214.



W E L C O M E ! ! !

**NEW SECTION 0511 MEMBERS AS OF
JANUARY 1998**

Ray Brisbane	Alton Limbaugh
Scott Broetzmann	Katherine Lund
David Brown	Mohammad Magdi
Vikram Chauhan	Joseph Mortati
Jennifer Cook	Ron Murphy
Robert Dacey	Cheryl Neely
Christoph Fondin	Curtis Vonder Reith
Craig Garrett	Robert Roger
James Grzella	Daniel Rosenthal
Julie Hartland	John Ruja
Gary Herman	John Seabrook
Judith Hill	Laurie Sziklas
Melbourne Jenkins	Si Thu
Warren Jones	Adam Trujillo
Arthur Kendricks	Todd Wilson
Lars Larson	Barbara Yetkow
Lisa Leibel	

TRANSFERRED IN AS OF JANUARY 1998

Stanley Carpenter Yvonne Fernandez

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Section Email:	Chair-elect@asq0511.org
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Volunteers still needed !!!

Additional volunteers are also needed for varying numbers of hours each month as committee-members of all standing section committees. Contact the Chair of the committee you'd like to volunteer some time with.

Stay Smart !

Call the ASQ Northern Virginia
Section 0511 *INFOLINE*
at (703)-978-2772

for the latest, up-to-date section
activities and information

or visit us at:

<http://www.quality.org/asq0511.htm>

The Missing Link in Employee Involvement

by Catherine Brooks, Professional Liaison for Section 0511 and Board Member

I didn't start my career in TQM and employee involvement in the corporate environment; I leaped into it after ten years in community organizing in the public sector. I discovered the corporate environment is just another community - with its politics, stakeholders, culture, and constituency. What it took me ten years to discover in the corporate environment was that access to information, especially financial information, is more restricted in this arena. But this is changing in many small to medium-sized companies with the introduction of a concept called open-book management. In this article, I will describe the growing trend.

CHANGE: We cannot avoid it anymore and it is fast and furious these days. The most obvious change around us is technology. Technology is changing so rapidly and markets shifting so frequently that businesses owners and managers can no longer keep up on all the details. They must rely more on employees. The old command and control style of management does not foster the level of creativity and flexibility needed in today's marketplace. Through TQM and other employee involvement techniques, managers are empowering employees by letting go of information and decision-making and teaching employees to use operational data to solve day-to-day problems in their work environments. Open communication of measures of quality, productivity, and customer satisfaction are commonplace in organizations which recognize their importance for fact-based decision making throughout the organization.

But there is a growing but not so well known expansion of these employee empowerment initiatives going on in some American companies. Until recently, there was one type of measure which was not widely shared, financial measures. Financial statements and budgets were the last strongholds which management held "strictly confidential". Many executives are now realizing that this secrecy tied the hands and bound the brains of their most powerful resource, their employees. These executives are "opening the books", teaching all employees how to understand them, and, in turn, expecting employees to make bottom-line decisions which previously only managers used to make. Not surprising, this concept is called OPEN-BOOK MANAGEMENT.

Another change in the workplace has created a second component of open-book management - new reward systems. Today's employees are different from yesteryears'. Intrinsic rewards and peer and management recognition

alone may have worked when employment with one company for life was the norm. But today with company loyalties faltering after layoffs and reorganizations, employee loyalties and commitments are also faltering. Their expectations have changed. "Those pats on the back don't pay my bills," as many are quick to point out. Employees, like customers, are more sophisticated and more demanding. They want to know the WIIFM - What's In It For Me. They say it feels good to be part of a team, to get help when you need it, to learn new skills which expand their own marketability, and to feel more in control of their work, but"How come the top guys still are the only ones getting the real payoff when the company profits improve? If my efforts improve the bottom line, why don't I get some of the benefit?" Logical conclusion.

An open-book company sets a very specific and measurable performance target tied to a reward. Each employee must have enough understanding of the operations of the company - "the big picture" - and the company financials to know how his or her work impacts the target and the company's bottom line. Specific training in relevant accounting and finance is usually needed for all levels. (Even managers and executives need it, though they hate to admit it.) When the company as a whole achieves the target, all are rewarded. Not just the management team, but all the employees. Some companies give bonuses; others, stock through the Employee Stock Ownership Plan (ESOP); still others, set up variable compensation plans. The point is to increase employees' sense of ownership and commitment to the company. Now they have something to gain from their added involvement and risk-taking - a stake in the business.

Opening the financial books of a company to employees, teaching them to understand the critical numbers, empowering them to make bottom line decisions, and then rewarding them when the company profits improve - scary thoughts for some CEOs; the next logical step for others. As you plan for 1998, consider the fit for your organization.

CATHERINE C. BROOKS has over a decade of experience as a practitioner of Total Quality Management. She was the Director of Quality Management for Sprint International for five years after working her way up in the organization from a Quality Circle Facilitator. She was a member of the Board of the Virginia US Senate Productivity and Quality Award for six years and its Chairperson in 1989. During that time, she was an examiner and site visited hundreds of Virginia organizations - large corporations and state and federal agencies; small local governments, agencies and companies; service and manufacturing organizations - to select winners for the annual state-wide awards. As a consultant, she now specializes in assisting organizations in enhancing their TQM approaches with Open-Book Management principles.

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Book Reviews by Norman C. Frank, PE, CQE, CQA RE/SPEC, Inc.

ISO 9000...A Legal Perspective

by Dr. James W. Kolka; Quality Press (611 East Wisconsin Avenue, Milwaukee, WI 53202), 1997, 170 pp, \$unknown list, less for ASQ members. As of August 1997 this book was still in manuscript form.

After many years of ISO 9000 we finally have a definitive book giving the legal aspects of ISO 9000 registration. This book is unique because it addresses and fills the need for the legal aspects of quality. Some of the things consultants have been saying turn out not to be true. For example, obtaining ISO 9000 registration does not protect you from liability. Some insurance companies even give you a discount, which is nice, but your liability doesn't change.

This was eye opening to me. This book exposes the legal concerns with ISO 9000 registration and without. Not recognizing your legal liabilities that come from ISO 9000 registration can lead to penalties or jail time. Conversely, ISO registration does not protect you from legal attacks that could result in penalties or jail time. Ignorance of ISO 9000 does not protect you from law suites that base their claim on the consensus good management practices contained in ISO 9000. If you choose to obtain ISO 9000 registration, you can still be held liable for meeting the "duty of care", a legal concept that requires a company to consider all of the requirements of ISO 9001 and ISO 9004-1 in the manufacture of their product. Thus, you might think you are safe by obtaining ISO 9001 registration, but a court of law could hold you responsible to meeting stricter requirements, such as ISO 9004-1, or even some other standard.

The author is ahead of the curve. Few legal cases have been judged to date, yet many legal points can be made based on similarity to other cases. The author is looking ahead at both sides of the issues/cases to give guidance



before a company is faced with a legal action. The author has exceptional qualifications for this book. His background includes quality, environmental, law, ISO 9000, ISO 14000, teaching, training, and publications. His education includes Political Science and Law.

The author covers the topics of concern through the use of scenarios. The chapters are well written and clear. To make up for the lack of actual cases to date, the author has developed realistic case scenarios as the basis of discussions. These are well written and illustrate the legal points to be made. The author writes clearly, the chapters are easy to follow and seem logical. I learned a great deal from reading this manuscript. This book provides new material and fresh ideas using the technique of giving questions and lines of questioning. This is a unique viewpoint when compared to all the other books on ISO 9000.

The book presents broader concepts than just quality, and leads to consideration of the next step in a quality program in order to help us stay ahead of the curve. This next step is a "preventive law program". The book is well written and would help any company.

Nimble Documentation :

The Practical Guide for World-Class Organizations

by Adrienne Escoe, ASQ Quality Press (611 E. Wisconsin Avenue, PO Box 3005, Milwaukee, WI 53201-3005) 247pp, \$47 (ASQ members \$42)

Nimble Documentation  provides many ways to simplify and clarify your documentation. The book goes well beyond just QA program documentation and covers all documentation that your company needs in order to do business. The author discusses paper systems as well as electronic control. The advantage-disadvantage analysis shows that the electronic methods are often more cost effective and quicker to reach the user. Nimble Documentation needs to be clear, lean, current, and accessible. For example, if all you want to know is what margins the print shop needs for printing your document, you don't want to read through a 30-page procedure for the information. A simple one-page example sitting on the counter or posted on a bulletin board will get the job done quicker and clearer.

The author uses many ways to make the subject interesting, and these literally draw you into reading the book. There are 53 figures, 12 tables, and 18 checklists that illustrate, expand, and clarify the text. These visual methods of communication bring the text to crystal clarity for those of us who are visually oriented and have some trouble with the written word. The figures range from simple, clear line drawings to examples of procedure formats and contents, including some flow charts to help you understand the processes within the book. The checklists, sprinkled throughout, cover the most important points of the book. Their use gives you a quick method to determine if you are on the right path. Being an auditor at heart, I felt there could have been more of these checklists to help make the book unnecessary after having been read and studied.

One excellent point made is the "Litmus Test" as to whether you really need the document. The checklist for the Litmus Test reads:

- "☺ Is it required by law?
- "☺ Is it specified by contract?
- "☺ Is it necessary for prudent business operations?
- "☺ Would any harm come to the organization if the document, or part of it, was eliminated?

"Four no's and the document, or part of it, is history." All documentation, including forms must undergo the Litmus Test before they become reality.

The author covers the subject in three parts: Need, Implementation, and Application. The first two sections get you to the point where you can apply the concepts and the third part shows many different applications for Nimble Documentation . The QA classics of ISO 9000, Baldrige Award, and TQM are covered first, but not in detail. Other applications are also covered with

some of the do's and don't of each application presented. The last 33 pages describe the "Documentation Center of Excellence". This is the group that will develop structure, format, and control for the Nimble Documentation  system that will make your company World Class. Although the author provides considerable guidance, the emphasis is on doing what is needed for your company, not just following the author's examples by rote.

This book is well written, clear, and brings out a new and novel way of looking at your documentation system. Understand that it is not just a theory; all of the methods and suggestions have been tried and proven before making their way into the book. Nimble Documentation  provides excellent ideas and guidance for the work team, Center of Excellence, or organization tasked with making the company's documentation more "user friendly".

Quest for Excellence

This is the official conference of the Malcolm Baldrige National Quality Award. It provides attendees an opportunity to learn more about the 1997 Baldrige Award winners, their quality processes and business practices, and the individual Baldrige categories.

Special features of Quest for Excellence X:

Gala Celebration of Malcolm Baldrige Award Tenth Anniversary.

The celebration will be held at the National Building Museum on Sunday, February 8, 1998. It features a buffet dinner with reserved table seating; premiere of the 10th Anniversary video; remarks by Washington VIPs and CEOs of past winning companies, music and celebration.

Quest for Excellence Buffet Dinner

Dinner is Monday evening, February 9, 1998, at the Washington Hilton and Towers. The buffet dinner provides an opportunity for networking with other conference attendees, and with representatives of the winning companies.

Special Sessions

Two special sessions will be held on "Education and Healthcare Criteria" and "State and Local Awards System"

For more information, please call, write, or fax ASQ's Education Services Department at P.O. Box 3005, Milwaukee, WI 53201-3005, phone 800-248-1946 or 414-272-8575, fax 414-272-1734.

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STRUCTURED BUSINESS MANAGEMENT

by Henry Kling

*There once was a man from Nantucket,
Who kept all his cash in a bucket.
His daughter Nan, ran away with a man.
And as for the bucket? Nan tuck it.*

This little limerick contrasts the structured person vis-à-vis the non-structured type, i.e. the economically faulty man versus his foot-loose daughter. Is there some wise middle ground? I don't know. For example, one recent book by Jim Hightower -- *The Only Thing In the Middle Of The Road Is Yellow Stripes And Dead Armadillos* -- emphasizes that liberalism has the only right answers.

In contrast, I fail to find all the right answers in any one school of philosophy. I therefore humbly submit the below methodology to our ASQ colleagues. It works for me, like the structured bucket guy above. But it may not work as well for free spirits like his daughter. Myers-Briggs Type Indicator™ personality profile assessment offers a clue regarding which type we're inclined toward.

In the following methodology, the emphasis is on doing the right thing for the right reason. Wow! Where did this methodology come from? During many years of performing inspection on so-called "unique-one-of-a-kind" laboratory projects, I discovered that I made fewer goofs if I faithfully followed the five-step methodology. Years later, I modified my inspection methodology for the below management methodology.

METHODOLOGY

for Solving Business Problems and Implementing Solutions

Phase **ONE** -- Study the problem:

Review the organization's credo, mission/vision statements, strategic plan, etc. Does this problem concern a significant emotional event (SEE) for senior executives?

Go over the problem with the 5 W's -- who, what, when, where, why. What is the impact on customers?

List the actual/potential liabilities, i.e., how many different ways can anybody get hurt.

Has anyone worked on this problem before? If so, what happened? Consider the corporate culture. Can a solution be implemented effectively? Which people are affected by this problem? Now state the problem. Does the organization have adequate resources to handle this problem -- money, manhours, materials, machinery, management (the 5 M's)?

Phase **TWO** -- Brainstorming:

Jump up into the blue-sky of no-limits creativity.

No negatives. Don't say "can not."

Let your right brain go to work for you.

Use *LATERAL THINKING* ideas from Dr. Edward de Bono.

Try the affinity diagram described in *The Memory Jogger Plus* + by Michael Brassard.

Sleep on it.

Jot down all your ideas.

If you are brainstorming with other people, let everyone contribute their ideas on slips of paper (rather than voicing them out loud).

Phase **THREE** -- Checklist:

Now come back down to earth and be practical with left brain thinking. Go over the problem with the attached checklist.

Phase **FOUR** -- Decisions:

Decide on what to do based on the above phases ONE, TWO, and THREE. Anticipate resistance to change:

(1) explain reason for change (we all want to do the right thing for the right reason),

(2) play radio station WIIFM (What's In It For Me),
(3) for those bothered by the change, let them control some of the change, e.g. join the implementation team.
Get approvals from those with responsibility concerns. Talk to them in their language (not yours), e.g. ROI, or percent of sales, not cost of quality, not six sigma.

Phase **FIVE** -- Implementation:

Anything to add above? Then do so. Otherwise, rally your allies/stakeholders and just go do it. Teams are more effective than Lone Rangers. Managers typically don't have all necessary info before taking decisions. So don't catch the paralysis by analysis disease. The perfect is the enemy of the good. "A thing worth doing is worth doing badly." So just go do it.

Checklist for Management Problems

Since managers typically lack all essential info prior to decision time, they depend on intuition gained from knowledge and experience. Regardless, after performing the creative part of problem solving (Phase TWO above), a checklist serves to discover oversight. This checklist derived from the six functions of management:

1. **planning** -- anticipating the future and determining best courses of action to achieve organizational objectives, e.g., strategic, tactical, long/short term goals. Study the seven management and planning tools in *The Memory Jogger Plus* + by Michael Brassard.
2. **organizing** -- classifying and dividing work into manageable units, keeping in mind the optimum span of control (six for complex projects in science, engineering, law, research, etc.), assigning responsibilities in logical flow-chart format: either the traditional line/staff or the modern matrix organization.
3. **budgeting/financing** -- acquiring sufficient resources (the 5M's): money, man-hours, materials, machinery, management. Also, identify your allies (those burdened with this same problem) and your stake holders (those who have invested in this project).
4. **staffing** -- recruiting and assigning people into the above organizational structure. Identify and list your wants and needs. Then, throw away your wants list. Your needs list thus becomes your Bonafide Occupational Requirements (BFOQ). Then interview and select the **best match** between interviewees and needs list. In other words, select square pegs (specialists) for square holes and round pegs (generalists) for round holes. In both cases, make the hole big enough for healthy growth -- not too big, not too tight. In other words, recruit just enough of the right stuff.
5. **directing** -- also known as leading or coaching. In modern terms, it means clarifying a vision of where the team is going and motivating them to get there. In other words, growing people from **what I want** to **what our customers need**. Some people work to live (merely rent their services), others live to work (answer to a higher calling), and the majority of us are in between. Thus, besides conveying a clear vision, effective leaders know their people. That's why supervisors study Maslow's Hierarchy of Needs and Herzberg's Satisfiers vs. Dissatisfiers for a clue on which button to push. Read *Management of Organizational Behavior* by Hersey & Blanchard. Also read *The One Minute Manager* by Blanchard.
6. **controlling** -- a feedback system consisting of alerting signals in the above plan. If an organization fails at this function, all the other functions become useless. Misunderstanding occurs because the control function actually does not control anything. Management controls merely alert. They merely raise flags in various processes to indicate where a problem might be.
Examples:
financial controls -- alert whether the budget is over/under spent.
security controls -- alert whether doors, windows, safes, etc. are secured.
quality controls -- alert whether goods/services are conforming/nonconforming.

Visit ASQ's website at: <http://www.asq.org>

Join us !

ASQ Section 0511 holds periodic dinner meetings with guest speakers from 6:30 to 9:00pm at the Silver Plate Restaurant, 9910 Main St., Fairfax, VA (Fairfax Sq. at Burke Station Rd and Rt. 236). The upcoming schedule is:

January 21, 1998 - Mr. David Saunders, author of "Voice Of The Customer," will talk about customer awareness and his experiences while working with W. Edwards Deming.

The cost for the dinner is \$20.00 and reservations must be made. Call Intertek at (703) 591-1320 ext. 0. You do not have to come to the dinner to hear the speaker.



DINNER MEETING COUPON

Call and make a reservation for the dinner meeting. Cut out and bring this coupon and you will receive \$4.00 off the cost of the dinner. Coupons will be entered into a special drawing in July. Bring a friend along !!!

(Coupon may be photocopied - One coupon per person - Expires June 30, 1998)

DINNER MEETING COUPON

Why Become Certified?

In today's world, where quality competition is a fact of life and the need for a work force proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. Over 125 companies have formally recognized ASQ certification as verification of an individual's possession of this knowledge. Certification is an investment in your career and in the future of your employer.

Refresher Courses

ASQ Northern Virginia Section 0511 sponsors refresher courses starting 8 weeks prior to the exam date. The courses are offered on a first-come-first-served basis, with a minimum attendance imposed to assure obligation of qualified and experienced instructors. If you would like information about refresher courses sponsored by the Northern Virginia Chapter 0511, contact the education chair, E-mail at - Education@asq0511.org for details.

Planned Certification Refresher Course Dates 1998

Certification	First Class	Exam Application Deadline	Exam Date
CSQE/CRE/CQT/CMI/Manager	January 6	January 9	March 7
CQE/CQA	April 7	April 10	June 6
CSQE/CRE/CQT/CMI/Manager	August 18	August 21	October 17
CQE/CQA	October 8	October 9	December 5

Exam Format

All examinations consist of multiple-choice questions that are carefully designed, reviewed for correctness, and computer-scored and analyzed to properly determine the degree of comprehension of the prescribed body of knowledge.

If you would like more information on a specific certification program, body of knowledge or certification fees, please contact ASQ Headquarters at 800-248-1946 (USA, Canada, and Mexico) or (414) 272-8575 and request a certification packet.

New and former volunteers are needed as instructors for refresher courses - Contact - Education@asq0511.org for details



Section 0511 Library Materials for loan

BOOK TITLE	AUTHOR	DATE
47TH ANNUAL QUALITY CONGRESS	AMERICAN SOCIETY FOR QUALITY CONTROL, INC.	1993
BUYING QUALITY	ROSS H. JOHNSON & RICHARD T. WEBER	1985
COMMIT TO QUALITY	PATRICK L. TOWNSEND	1986
COMPANY-WIDE TOTAL QUALITY CONTROL	SHIGERU MIZUNO	1984
CQA STUDY GUIDE	JOHN KESLER	1994
CQE PERSONAL TUTOR WORKBOOK	JOHN KESLER	1994
CQT PERSONAL TUTOR WORKBOOK	JOHN KESLER	1995
EXCELLENCE IN GOVERNMENT	DAVID K. CARR IAN D. LITTMAN	1990
GUIDE TO QUALITY CONTROL	DR. KAORU ISHIKAWA	1976
ISO 9000 PREPARING FOR REGISTRATION	JAMES L. LAMPRECHT	1992
JURAN ON QUALITY BY DESIGN	J. M. JURAN	1992
KAIZEN	MASAAKI IMAI	1986
MANAGEMENT AUDITS	ALLAN J. SAYLE	1988
MANAGERIAL BREAKTHROUGH	J. M. JURAN	1964
OUT OF THE CRISIS	W. EDWARDS DEMING	1982-1986
PROCUREMENT QUALITY CONTROL	ASQC	1985
QUALITY IS FREE	PHILIP B. CROSBY	1979
QUALITY IS FREE	PHILIP B. CROSBY	1979
QUALITY WITHOUT TEARS	PHILIP B. CROSBY	1984
QUATRO PRO FOR DOS	BORLAND INTERNATIONAL, INC.	1987-1993
QUATRO PRO FOR DOS USERS GUIDE	BORLAND INTERNATIONAL, INC.	1987-1993
SAWYER'S INTERNAL AUDITING	LAWRENCE B. SAWYER	1988
THE COMPREHENSIVE STUDY GUIDE FOR THE ASQC	JOHN KESLER	1994
THE COMPREHENSIVE STUDY GUIDE FOR THE CQE	JOHN KESLER	1994
THE DEMING ROUTE	WILLIAM W. SCHERKENBACH	1988
THE IMPROVEMENT PROCESS	H. JAMES HARRINGTON	1987
THE ISO 9000 HANDBOOK 2ND EDITION	ROBERT W. PEACH	1994
THE QUALITY AUDIT	CHARLES A. MILLS	1989
TOTAL QUALITY CONTROL	A. V. FEIGENBAUM	1983
VIDEO TITLE	AUTHOR	DATE
NATIONAL COMMISSION ON RESTRUCTURING THE IRS	ASQC TESTIMONY	N/A
QUALITY OF AMERICA	N/A	N/A
MAGAZINE TITLE	DATES	
ON-Q	1991-1997	
QUALITY DIGEST	1991-1997	
QUALITY MANAGEMENT JOURNAL	1991-1997	
QUALITY PRESS	1991-1997	
QUALITY PROGRESS	1991-1997	

Contact the following members for more information

Norm Hills, phone 703-413-3726, email norm.hills@aditech.com
 Roger Schaffer, phone 703-892-2740, email roger.schaffer@aditech.com

A word of ***THANKS!***

A well deserved thank you for all of you who volunteered your time and resources to make ASQ Section 0511 activities a success. Your contributions are greatly appreciated by all section members.

A special thank you to ADI Technology Corporation for printing and assembling this newsletter.



HAPPY NEW YEAR!!!

Next newsletter in March 1998! Deadline is February 20.

American Society for Quality



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