

- MOP Study Group report
- Web Site's for Quality
- Dennis Arter Seminar

- Dinner meeting schedule
- ASQ Certification news
- Section Library Listing

QualityMatters

April 1998

American Society for Quality Northern Virginia Section 0511 Volume 14 Issue

3

Board Holds Strategic Planning Meeting By Jim Coley, Newsletter Editor

Board members and committee chairs from Northern Virginia Section 0511 spent a recent Saturday morning cloistered in a conference room. Why? To get a handle on the direction of our section for the coming 1998-1999 membership year which begins this July. This session began at 8am sharp with an intense brainstorming session. Dozens of ideas were generated and were prioritized. The main focus of the ideas was to improve the service to YOU, our members. Some of the best ideas were to publish a Master Event Schedule, increase participation of the Quality Roundtable and ensure notification of Section 0511 events is timely. We are also preparing a member survey for inclusion in the next newsletter in order to get your ideas, suggestions and comments.

One of our immediate goals is to increase the section membership. Volunteers are needed to contact past and inactive members by phone as a precursor to the upcoming formal survey. Please contact Henry Kling, Tim Gavagan, or myself, if you can spare some time for this effort. We hope you will join us in making 0511 the best section in the ASQ.

1998-1999 BOARD ELECTIONS ARE COMING IN MAY !!!

Section 0511 must elect a Treasurer for this year and a Chairman for the 1999-2000 membership year.

INTERESTED??? Contact any of the board members for nomination details or questions.



The Northern VA ISO 9000 User's Group meeting, sponsored by ASQ Section 0511, will now be held EVERY MONTH, on the third Thursday from 6:30 to 8:30 with the next meeting to be held at 6:30 on Thursday, April 16.

The March 19th

presenter was Mr. Paul Shimp of Lockheed-Martin, who discussed the processes they used for their own ISO implementation and registration and their subsequent ongoing surveillance audits.

All ISO 9000 Users Group meetings are held at NEC Corporation on Route 28 in Herndon. NEC is on the east side of Dulles airport and on the east side of Route 28. Park in the the back of the building and enter through the back door. A security guard will be there to guide you. For more information, please contact the ISO 9000 Chair Quentin Conroy, by Section Email: ISO9000@asq0511.org or (703) 329-4455.

American Society for Quality

 Northern Virginia Section 0511 TM

© 1998 ASQ

From the Editor...

Looks like Spring has already sprung this year. If you have any contributions of quality - related news in the Northern Virginia area or just comments in general, they 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
MARCH 1998**

Stephen Bacher	Margaret Neustadt
Brian Dwinell	Linda Pendergrass
Fred Fulton	Brad Schwartz
Debra Gittens	William Shendow
Eric Stemm	Claudia Spita
Agnes Guerrero	Cliff Trent
Steven Hamelly	Konstantinos Triantis
Sharon Humes	Dennis Van Langen
Jack Kleinert	Deborah Ward
Steven Long	John Weir
Debra Melisi	Jay Wheeler
Ruth Mellen	Matthew Willis
Terry Miller	Joe Young
Terry Naylor	

TRANSFERRED IN AS OF MARCH 1998

Matthew Costello	Eugene Franzen
------------------	----------------

ASQ Section 0511 1997/1998 Organization

Executive Board Officers

Section Chair:	Bill Eastham
Section Email:	Chair@asq0511.org
Home Phone:	703-323-5803
Section Chair-elect:	Bill Casti
Section Email:	Chair-elect@asq0511.org
Home Phone:	703-834-8210
Immediate Past-Chair	Harvey Shaw
Section Email:	PastChair@asq0511.org
Home Phone:	703-385-4471
Secretary:	Norm Hills
Section Email:	Secretary@asq0511.org
Business Phone:	703-413-3726
Treasurer:	Roger Semplak
Section Email:	Treasurer@asq0511.org
Home Phone:	703-491-8227

Committee Chairs

Community Quality Council (CQC) Chair:	Mark Jones
Section Email:	CQC@asq0511.org
Business Phone:	703-620-8267
Education Chair:	Don Hendrix
Section Email:	Education@asq0511.org
Home Phone:	703-803-3554

Electronic Media Chair:	Bill Casti
Section Email:	E-media@asq0511.org
Home Phone:	703-834-8210
Examining:	Roger Schaffer
Section Email:	Examining@asq0511.org
Business Phone:	703-892-2740
Health Care:	David Simmons
Section Email:	Health Care@asq0511.org
Home Phone:	703-938-5227
Historian:	Walter Mendus
Section Email:	<<None Yet>>
Home Phone:	703-354-5932
ISO 9000 Chair:	Quentin Conroy
Section Email:	ISO9000@asq0511.org
Home Phone:	703-329-4455
Membership Chair:	Henry Kling
Section Email:	Membership@asq0511.org
Home Phone:	703-360-9134
Newsletter Editor:	Jim Coley
Section Email:	Newsletter@asq0511.org
Home Phone:	703-645-8795
Quality Liaison:	Catherine Brooks
Section Email:	Liaison@asq0511.org
Home Phone:	703-742-6160
Programs:	Roger Mercier
Section Email:	Programs@asq0511.org
Home Phone:	540-347-7274
Publicity:	Tim Gavagan
Section Email:	Publicity@asq0511.org
Business Phone:	202-268-3050
Student Activities:	Mark Jones
Section Email:	Students@asq0511.org
Business Phone:	703-620-8267
Section Management Plan (SMP):	Bill Eastham
Section Email:	SMP@asq0511.org
Home Phone:	703-323-5803

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.

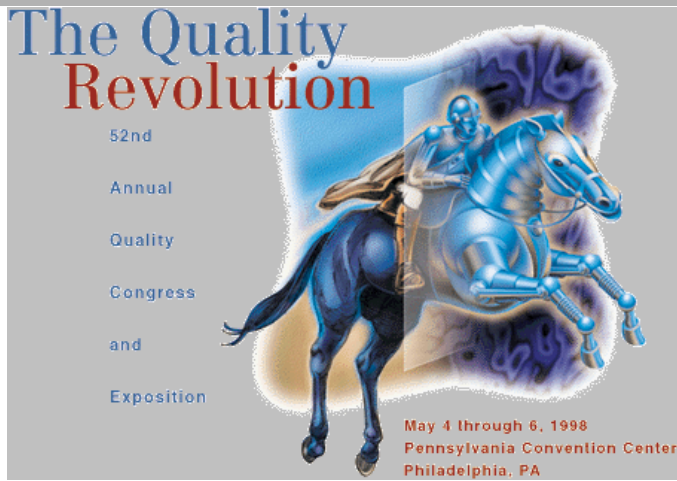
Will YOU be there?

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>



Report from the MOP Study Group

By Robert I. Wise, Ph.D. Study Group Moderator

We call ourselves the MOP Study Group because MOP stands for "Measuring Organizational Performance." We are sponsored by the Northern Virginia Chapter of ASQ and meet monthly at the VSE Corporation in Alexandria VA usually on the second Wednesday of the month from 7:00 to 9:00 pm. Contact the Moderator at 202-237-5268, Box 4 for the latest announcement about the meeting topic. To give you a flavor of what we study, this article will summarize several of our recent meetings.

Last October: The National Performance Review (NPR) Benchmarking Study

Jay Kavanaugh of the NPR staff and Tom Garin, a long time MOP Group Member, briefed the Study Group on the final report of an NPR project that studied best practices in performance metrics in industry. The international project team included 14 federal agencies, six Canadian agencies, the United Kingdom, and two local governments. Starting with a prospective list of over 100 companies, the NPR Study Team identified and visited 32 "best in class" businesses to determine what factors were most critical to the effective use of performance measures. Some of the study findings were that:

- (1) Leadership is critical in designing and deploying effective performance measurements.
- (2) A conceptual framework is necessary to manage a performance measurement system.
- (3) Effective internal and external communications are the keys to successful performance measurement.
- (4) Accountability for results must be clearly assigned and understood.
- (5) Performance measurement systems must provide intelligence for decision-makers, not just compile data.

Last November: Comparing the Balanced Scorecard and the Malcolm Baldrige Criteria

Our own MOP Group member, Gerry Dutcher, led a comparative discussion of two popular frameworks for measuring organizational performance. Gerry presented a comparative analysis the Balanced Scorecard (BSC) and the Baldrige Criteria (MB) and made the case that the MB Criteria could be used as a source of measures in developing a Balanced Scorecard and that the Scorecard was a methodology for implementing MB Criteria. The MB is more of a value-based management system, he suggested, whereas the BSC does not provide any direction for what to measure other than its four perspectives (Financial, Customer, Internal Process, and Learning/Growth). The BSC does not direct an organization to focus on, for example, Leadership, as the MB does. What the BSC does that the MB does not do is help develop links among strategic measures; for example, the BSC can help to focus on how

employee satisfaction is related to customer satisfaction. Both frameworks focus on defining and measuring organizational results, meeting customer requirements, and improving internal processes.

Last December: Requirements-Driven Management and Performance Measures

This meeting was a special event that some MOP members had been waiting for for many months. Our presenters were Tom Gilb and his son Kai who traveled from Norway to teach in the Washington area and visit the MOP Group. Tom is an international consultant and teacher in systems thinking and has written eight books. He presented his methods for defining multiple quality-based objectives and managing their achievement through a series of planning and project management stages and by requiring that all "desired improvements" (goals) be quantified. Tom's discussion was rich and provocative. A few of the innovative ideas he advocated were:

- (1) All qualitative things can be quantified.
- (2) Planning in organizations suffers because the language of planning is full of confused terms.
- (3) All planning can be based on three fundamental concepts-requirements (goals), design (activities), and quality control (feedback and learning).

Tom has develop a "planguage" that has 100 principles defined, a glossary of 370 defined concepts, and a graphical way to display the relationships within a plan; he and Kai shared some the principles, concepts, and graphics with the MOP Group.

January: The MOP Clinic opened for Fairfax County Human Services

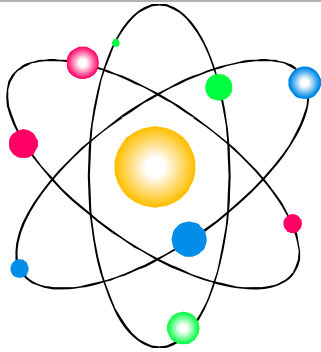
From time to time, the MOP Group opens its MOP Clinic and helps a local organization with a real performance measurement problem. The MOP Group has opened its clinic to help a variety of clients including a government contractor, a software company, a municipal water authority, a ventilation controls system company, and a company developing a new method to irradiate uranium. Our client this past January was Fairfax County Human Services which has launched a major effort to improve its responsiveness to nine critical community service challenges that it has identified in Fairfax County.

Laudably, as part of this major effort, they have decided to manage their improvements by focusing on measuring and achieving defined performance results for the various service providers in their system. Margo Kiely, the Director of the Office of Systems Management of Fairfax County Human Services, and a member of the MOP Study Group, presented their goals and measures project to the MOP Group and asked for advice on three questions:

- (1) What are the best strategies for data collection in a large, decentralized, diverse system?
- (2) As the custodians (but not the owners) of the data, how can data integrity be ensured?
- (3) To make organizational measurement a useful management tool, what is your advice for making this process successful?

The MOP Group formed three small groups to tackle these three questions and a written report to the client is being prepared as of this writing. Some of the advice from the three discussion groups was to:

- (1) Establish a formal group consisting of representatives from all agencies to pool resources and ideas to design the shared database and the reporting system. This formal group could promote sharing and participation and charter subgroups to address specific issues and to work out the measurement details.
- (2) Establish reasonably frequent reviews, e.g. informal monthly or quarterly review to start. Pick a few key measures to start with.
- (3) Measures become most useful when managers can relate them to their own goal achievement and decision-making. Ask the managers what measures are most relevant to their program improvement goals, then let them have access to the data that is produced. - QM



STINKIN' THINKIN'

Part ONE, by Henry Kling

"We have learned how to split the atom; but we still think the same way." remarked Albert Einstein upon hearing of our first successful nuclear bomb test explosion. In other words, he was concerned that stinkin' thinkin' and scientific discovery would produce disaster. In the following story, note how stinkin' thinkin' will ruin modern high-tech automobiles:

"Your transmission is shot. You'll need a re-manufactured replacement. It will cost about three thousand dollars." Have you ever received such bad news? I have; and I attempted to console one of the customers of a highly reputable auto-repair shop with my experience. She took this bad news good naturedly when delivered by the business-like and professional staff of one of our areas most high-quality, automotive repair shops. In contrast, after I opened my big mouth regarding my own similar, unfortunate experience, she woke up and became depressed over her stinkin' thinkin' similar to my misguided nonsense. Both of us, in our different, individual ways, were practitioners of stinkin' thinkin'.

She -- Well, I've just bought a new luxury car. Therefore, I don't need to bother with preventive maintenance.

Me -- Well, I've just bought a new car. Therefore, all I need to do is follow the manufacturer's rules as written in the owner's manual.⁽¹⁾
In different ways, we both were doin' stinkin' thinkin'.

In the following examples, look for the stinkin' thinkin':

I voted for the incumbent because I feel OK.⁽¹⁾

I didn't bother to vote because my vote don't count, and they're all crooks.⁽¹⁾

Children of abusive parents always abuse their own children.⁽²⁾

The crime rate decreased because we got tough on crime.⁽²⁾
That guy can't add two and two because he's bald.⁽³⁾

The defendant is guilty because he looks guilty.⁽³⁾

I assumed he would stop. I was driving north through an intersection controlled by a traffic light. My light was green and the east/west light was red. But the guy coming from west did not stop and he crashed into me.⁽⁴⁾

We entered into a legal contract, written in terms of agreement concerning offering, acceptance and compensation. But he didn't honor our agreement.⁽⁵⁾

Recently discharged Air Force B-52 pilot Lt. Kelly Flynn said that the Air Force is different today than it was thirty years ago; and that whatever the troops do during off-duty hours is none of the Air Force business.⁽⁶⁾

The engine leaks oil, the tires are worn, and the bumper is missing. Therefore this car is all screwed up; and the only thing to do is buy a new car.⁽⁷⁾

During a recent controversy in a local high-school where boys wore long dresses and garish makeup (as in MTV), a student remarked, "It's a free country; therefore we can wear what ever we want."⁽⁸⁾

In this little exercise, look for the stinkin' thinkin':

Three guys check into a hotel and rent one room to share. The rent is \$30.00 so each guy hands the clerk \$10.00 and then they go up to the room. Later, the clerk realizes that he mistakenly over-charged them. The price of the room is only \$25.00 so he hands \$5.00 refund to the bellhop and tells him to go up to the three-guys-room and refund each of them. On the way up, the bellhop realizes that the three guys don't know that they each have a refund coming. So, the bellhop decides to refund \$1.00 to each guy and keep \$2.00 for himself. Now, do the numbers:

\$10.00 - \$1.00 = \$9.00	-- amount paid by first guy
\$10.00 - \$1.00 = \$9.00	-- amount paid by second guy
\$10.00 - \$1.00 = \$9.00	-- amount paid by third guy
\$27.00	-- total amount paid by all three guys
\$2.00	-- refund in bellhop's pocket
\$29.00	-- total ???

How could that be? We started out with \$30.00 -- where's the missing dollar?⁽⁹⁾

In all the above, the people are normal, mentally healthy, and function competently at whatever they usually do. So how to account for their stinkin' thinkin'? What comes out is some function of what goes in. In the above examples, try to imagine what in the world has been going into these peoples' heads: great thoughts from the great works of the great minds? Deming's ideas re: profound knowledge? twaddle-headed, junk-food mentality from TV la-la land? How do these people rationally, reasonably, and responsibly (3-R's, wait 'till Part THREE) justify their stinkin' thinkin'.

My point here is this -- If we intend to do the right thing for the right reason, we need to adopt some discipline in thinking methodology, acquire some skill in critical thinking, and quit doin' stinkin' thinkin'.

OK Henry. If you're so darn smart, what do you do?

Read my next two articles in this series, or else call me on (703)360-9134.

NOTES

(*) Listen to Pat Gauss broadcast on THE CAR SHOW, Saturday and Sunday mornings, 07:00 -- 10:00, WWRC, 980Khz, AM band. If you do, you'll hear Pat expose more examples of stinkin' thinkin'.

Here are the respective logic fallacies:

1. non sequitur -- It does not follow, i.e. the conclusion does not derive logically from the premise. In other words, that which has been presented gratuitously, may just as easily be refuted gratuitously.
2. post hoc ergo propter hoc -- Just because one event follows another, it does not necessarily mean that the first event caused the second. Global generalizations or simple answers to complex problems are often wrong. Recall the rooster who thought that his crowing made the sun rise.
3. ad hominem -- Personal likes/dislikes have no effect on logic. The truth is the truth, no matter how anyone feels, no matter what anyone says.
4. We can't get through normal life without making assumptions. The trick is to make reasonable assumptions while avoiding the unreasonable ones. For example, every day we eat food, get into cars, flip switches, etc. after making assumptions based on the probability of a reasonably good outcome. In contrast, it's not reasonable to assume we'll usally prevail over slot-machines, craps-tables, local lottery, etc.
5. Trust people to be human, nothing else. A contract is only as good as the parties entering into it.
6. Unlike civilian life, military life is twenty-four hours every day; because war goes on 'round the clock and we fight like we train. Lt. Kelly Flynn's affair with the husband of another Air Force person was counter to good order and discipline due to the possibility of revenge that sometimes results from love triangles. Flynn's disobedience and self-indulgent behavior undermined combat effectiveness. Her stinkin' thinkin' shoots us in the foot -- encumbers our ability to prevail in war.
7. The logic fallacy here concerns arguing from the specific to the general while based on only a few samples. It requires assessment by a qualified technician before making a prudent buying decision.
8. Our natural and constitutional freedoms preclude unjustifiable harm to another. Creating distraction in school harms others (impedes their learning). Thus the reason for mandatory dress-codes, unjustified swinging of your fist into another's face, sanitary rules, etc.
9. Take the roof off the hotel and look into:

cash drawer of clerk	\$25.00
pocket of bellhop	\$2.00
three-guys-room	\$3.00
	\$30.00 -- the true total

Does this little exercise worry you when you look at complex, multi-million-dollar balance sheets of big corporations? If you're familiar with software problems, you might be even more worried. - QM

Quality Forum '98 satellite broadcast canceled

In a recent meeting ASQ board of directors noted that the Quality Forum has met its original objective of increasing top management's awareness of quality. The board agreed that the society could better serve its members by reevaluating the Forum and voted to cancel the 1998 program.

The Forum has been a successful platform for ASQ's awareness efforts. During its thirteen year run, participation grew from only 150 individuals in 1985, to an unprecedented audience size of 200,000.

American organizations heeded the messages shared at the Forum. ASQ has seen membership increase by 120% since the first satellite broadcast. Media coverage on quality-related issues has grown to more than 100 million media impressions a year.

Since President Reagan signed the National Quality Month proclamation in 1984, the Malcolm Baldrige National Quality Award and sixty-six state and local quality awards have been created. The awards have been challenging American business to improve the quality of goods and services for more than ten years.

Although activity in quality-related programs has increased significantly, the Forum has seen a steady decline in participation. It has become evident that the Forum is no longer the best platform for sharing the quality message. In their search for more detailed and specific information, ASQ customers have increased their consumption of new educational events and products offered by ASQ.

Steve Bailey, ASQ president, praised the Forum and its contribution to National Quality Month activities by stating that "The Forum has been effective at reinforcing the National Quality Month message. As we move into the future, new events will be created to better fit the needs of the changing membership." - QM



Looking for a quality Web site?

Here are quality-related sites the Quality Progress staff has found to help you in your search:

Community Quality Electronic Network at <http://deming.eng.clemson.edu/pub/cqen/index.html>

This Web site provides a network of community quality efforts that allows visitors to share their ideas on how to create and sustain effective cooperative efforts with other individuals and organizations pursuing quality.

Deming Electronic Network at <http://deming.eng.clemson.edu:80/pub/den/>
For those interested in the implications of W. Edwards Deming's ideas, the Deming Electronic Network has been established to assist the W. Edwards Deming Institute in meeting its mission of fostering understanding of the Deming system of profound knowledge to advance commerce, prosperity, and peace.

The Global Procurement and Supply Chain Electronic Benchmarking Network (GEBN) at <http://gebn.bus.msu.edu>
Is your manufacturing or service firm looking for a leading-edge third-party effort? Then visit this site to find out more about GEBN, which electronically links more than 200 companies worldwide that regularly provide information about their competitive, procurement, and supply-chain business practices and management strategies.

The International Customer Service Association (ICSA) at <http://www.icsa.com>

This site provides information about the ICSA, including its annual conference, national customer service week, and the Award of Excellence. It also has a calendar of events and chapter information. The ICSA promotes the development and awareness of customer service.

ISO 9000 Bibliography at <http://www.exit109.com/~leebee/bibliog.htm>
Looking for books that pertain to the ISO 9000 standards? This site provides descriptions of ISO 9000 standards books, reviews of the books, and links to the

World Wide Web pages of the publishers and the authors.

Juran Article Index at <http://www.juran.com/juran/articleindex.html>
Joseph M. Juran has written hundreds of papers on quality management, many of which have appeared in Industrial Quality Control and Quality Progress. Each month this site will make available several of his papers. Research papers published by the Juran Institute on quality and its effect on business are also be available.

NASA quality page at

<http://www.hq.nasa.gov/office/hqlibrary/hotpicks/mgt/quality.htm>
This page lists quality-related articles from a variety of sources.

The National Center for Creativity Incorporated (NCCI) at <http://indyunix.iupui.edu/~ncci/ncci.html>.

The NCCI is an organization dedicated to the advancement of creative thinking. This site offers information on upcoming events, books and materials, and other Internet connections.

The North Carolina Quality Leadership Foundation's site at <http://www.rtpnet.org/~ncqlf>

Visitors to this site can find information on the foundation's publications and conferences, a description of the North Carolina Leadership Award process, and an index of forms.

Peach State Quality Online at <http://members.aol.com/gt466/quality.html>

Do you need a quality term defined? This site has an on-line dictionary of quality-related terms. Many of the definitions provide links to related terms and sites. This site also provides quality-related information, assistance, and links to other quality-related sites.

ProSci's 1997 Change Management Study at

http://www.prosci.com/change_study_v7.htm

An on-line survey designed to uncover best practices for managing the human side of change and creating great executive sponsorship. Participants receive a free copy of the complete study report in exchange for their participation.

Purdue University's quality improvement site at

<http://thorplus.lib.purdue.edu/xi21/index.html>

This site details the quality improvement efforts at Purdue University. It has summaries of improvement projects, news on project implementations and upcoming events, and educational opportunities.

Quality Auditor at <http://www.geocities.com/WallStreet/2233/qa-home.htm>

Thinking about becoming a quality auditor? This site provides information about quality auditing, including about how to become a certified quality auditor, where you can receive auditor training, and links to standards-related sites and quality-related news groups.

Quality Network at <http://www.quality.co.uk/quality/index.html>

If you are looking for an organized directory of resources on such topics as quality management, ISO 9000, environmental management, and safety management, visit this site.

Quality Resources Online at <http://www.casti.com/qc/>

Our own Bill Casti (Section 0511 Chair-elect) has been on the Web for some time. One of his new features is job listings for quality professionals, employment resources, copies of resumes of other quality professionals, and a salary calculator that compares salary and cost-of-living differences in cities across the United States.

The U.S. Army Materiel Command Contractor Certification Program (CP)2 at <http://qa.pica.army.mil/cp2>

The (CP)2 is a second-party assessment of the U.S. Army that expands on ISO 9000. This site provides an overview of the program, its benefits, assessor criteria and qualifications, assessment methodology, assessment criteria, contractor benefits, and more.

USDA Administrative and Financial Management Quality Partnership at <http://www.ars.usda.gov/afm/tqm/afmq.htm>

Users will find quality tips, a reading list, benchmarking information, news, and other quality-related information for administrative and financial managers. - QM

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 **MARCO POLO RESTAURANT**, 245 Maple Ave. West, Vienna, VA 22180.

On Wednesday, March 18, H. Brian Thompson, the President, CEO, and Chairman of the Board of LCI was our guest speaker. You all have probably seen Brian in LCI's TV advertising, and I'm sure you have seen references to Brian in all of the major newspapers. He is a very interesting person with forthright and provocative ideas on many subjects, particularly related to telecommunications, processes in general, and quality. About 70 people attended this dinner meeting and particularly enjoyed Brian's storytelling talents.

Our next dinner meeting on Wednesday, April 15, will feature Margie Lewis, President and CEO of Parallax, Inc. which is located in Germantown, MD. Ms. Lewis will discuss the importance of customer satisfaction and maintaining positive customer relations. She is committed to satisfying her customers and employees, and mentoring start-up business owners. Parallax Inc. was co-founded by Ms. Lewis in 1993 and had sales of \$13 million last year.

The Wednesday, May 20 dinner meeting will feature a panel discussion with the Section 0511 Executive Board Officers and Committee Chairs. All Section members are encouraged to attend to get a first-hand outlook at the plans for the 1998-1999 membership year.

The cost for these dinners is \$20.00 and reservations must be made. Call Intertek at (703) 818-8500 ext. 0. You do not have to come to the dinner to hear the speaker.



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 Don Hendrix by E-mail at Education@asq0511.org.

Planned Certification Refresher Course Dates 1998

Certification	First Class	Exam Application Deadline	Exam Date
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.

**GET
CERTIFIED !**

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

ASQ Section 0511 is proud to sponsor Mr. Dennis Arter, "The Audit Guy" and ...

Quality Audits for Improved Performance - May 7 & 8

In this two day course, learn how to move from compliance auditing to management auditing. This value-added activity can IMPROVE OVERALL OPERATING PERFORMANCE. This course covers auditing to any quality system (ISO 9000, GMP, QS-9000, etc.)

Who Should Attend

Auditors, analysts, coordinators, facilitators, senior staff, specialists, and supervisors. This course offers basic knowledge of auditing; extensive experience is not required

Benefits

- Participate in workshops that will help you develop audit strategies to better serve your external customers, internal customers, and external suppliers
- Learn a systematic approach to auditing that includes internal auditing, external (supplier) auditing, effective reporting and administration steps
- Become familiar with how auditing differs among process audits, system audits, and supplier audits
- Receive a complimentary autographed copy of Dennis Arter's best-seller, *Quality Audits for Improved Performance*, from ASQ Quality Press
- It is also an excellent refresher course for the ASQ Certified Quality Auditor (CQA) examination
- 1.3 CEU's and ASQ RUs will be offered for this course

Cost for this two day course will be \$600.00 and is limited to 24 people. This is the same course offered at the national level for \$835.00/Nonmembers \$920.00, so register early !!!

Quality Auditing Seminar - May 9

This one day lecture is intended to be a general review of Dennis's book *Quality Audits for Improved Performance* and the basic principles of Quality Auditing. Participants will receive a complimentary autographed copy. Cost for this session will be \$150.00 and is limited to 80 people.

Both courses will feature continental breakfast and afternoon refreshments. Lunch will be at each participants expense and there are many restaurants within easy walking distance. The location will be at the Northern Virginia Center, 7054 Haycock Road in Falls Church, VA. The Northern Virginia Center is a dual campus shared by University of Virginia and Virginia Tech and is within a few hundred yards from the West Falls Church Metro. Ample parking is also available. Registration will begin at 8:30 and the seminars will start at 9am and end at 5pm.

Reservations must be accompanied by payment in full in the form of a check made out to ASQ SECTION 0511 (no credit cards will be accepted). Mail check and completed application to the address below. Cancellations must be received by close of business May 6, 1998. These activities are offered on a first come-first serve basis and in the event these activities exceed maximum, checks received in excess will be returned. For more details or information contact Tim Gavagan at 202-268-3050 or Bill Casti at 888-388-1640

 Detach here, complete, and include with payment



_____ Two Day Course \$600.00

_____ One Day Lecture \$150.00

Name _____

Northern Virginia Section 0511**P.O. Box 1867****Herndon, VA 20172-1867**

Address _____

City _____ State _____ Zip _____

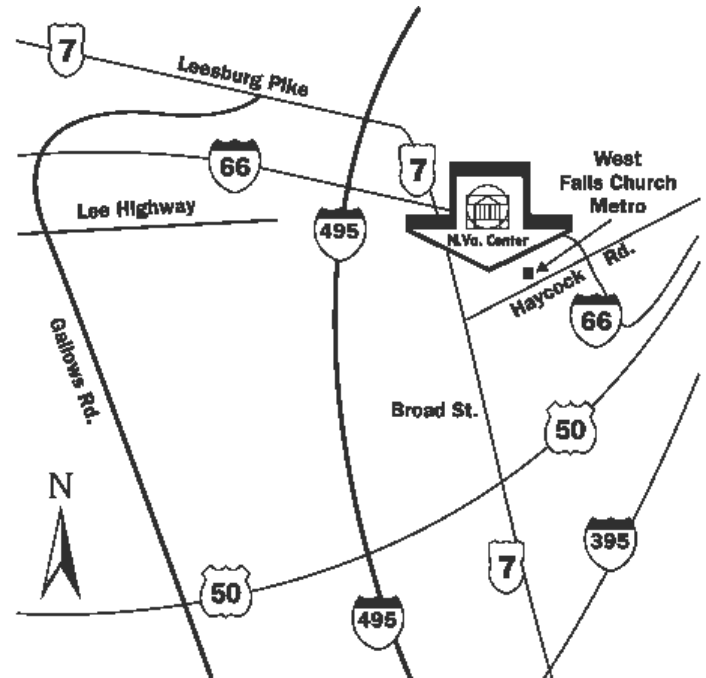
Phone _____ Fax _____

Directions to The Northern Virginia Center

Take 66E to 495N (Rockville). Take Exit 10 (Tysons Corner) E to Haycock Rd. (Left at light - Roy Rogers/Long John Silver's). Take Metro turn to left (3rd driveway). Center is on the left across from the Metro entrance.

or

Take 66E to Route 7E (Falls Church) exit past 495N. Turn at the first light (Haycock Rd). Take Metro turn to left (3rd driveway). Center is on the left across from the Metro entrance



Dennis R. Arter has been an independent quality assurance consultant since 1984. His primary service is instruction in the field of management auditing for a wide variety of clients, including government, manufacturing, energy, research, aerospace, and food processing. He is a Fellow of the American Society for Quality and active in the Quality Audit Division.

In 1988, Mr. Arter was selected by the ASQ to present his auditing instruction nationwide on behalf of the society. His book, entitled *Quality Audits for Improved Performance*, was first published by the ASQC's Quality Press in 1989 and revised in 1994. The book has sold over 25,000 copies and is published in Spanish, Portuguese, and Italian, as well as English.

Prior to the fall of 1984, Mr. Arter was employed by Westinghouse, Virginia Power, and the United States Navy. He has a degree in Biochemistry from the University of Illinois. Dennis is an ASQ - Certified Quality Auditor and a licensed mechanical engineer. He is married and has one grown child.

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.

The National Association for Quality and Participation Conference

Will be held in Nashville, TN April 27 - 29th. Speakers include Rick Pitino (coach of the Boston Celtics), author Mark Victor Hansen ("Chicken Soup for the Soul"), and Faith Popcorn. The conference committee is seeking volunteers to introduce speakers, register participants, serve as room monitors, etc. Volunteers receive a free ticket to the conference (or reduced rate depending on amount of time worked). If you would like to volunteer, or would like more information about the conference, please call 1-800-733-3310 or go to www.aqp.org

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

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.**



Ideas make things
HAPPEN! Send us yours today!
newsletter@asq0511.org

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

**Next newsletter in May 1998!
 Deadline is April 17.**

American Society for Quality



Northern Virginia Section 0511
 P.O. Box 1867
 Herndon, VA 20172-1867

NONPROFIT ORG
 U.S. POSTAGE PAID
 PERMIT # 5263
 ALEXANDRIA, VA

