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# QualityMatters

May 1998

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

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## A Message from the ASQ Section 0511 Board

Dear ASQ Section 0511 Member:

In June of 1994, the Executive Board provided a survey to the general membership to collect information for future planning sessions. In order to maintain our standard of membership service, your Section Executive Board is providing an opportunity for you to provide information to ensure we continue to provide the services and products you want as members of ASQ Northern Virginia Section 0511.

In order to better serve you, members of the Board would like to know more about: (a) what Section activities are of greatest benefit to you; (b) how you rate the quality of services offered in 1997-98; and (c) other expectations you have of Section 0511. Whether or not you are a new or long standing member of ASQ, or an active or inactive member in Section 0511 activities, your response to our survey is very important.

The questionnaire on pages 3 & 4 should take no more than ten minutes to complete; responses are confidential. A high response rate is important to ensure results represent the complexity of your interests and needs. For your convenience, the survey has been addressed for the survey's return.

If you would like to provide additional information that would assist the Board in providing quality services and products to the Section 0511 membership, please e-mail ([eastham@ix.netcom.com](mailto:eastham@ix.netcom.com)) or call (703) 323-5803. I will be glad to chat with you about your suggestions and/or concerns. The Board wants to provide you the membership the services and products that are of value to you.

To return this survey, please fold the page into thirds so the address is on the outside, and tape or staple it closed. No return envelope is necessary. Please return your completed survey by May 21, 1998. Results of the survey will be reported in a fall issue of the Section's newsletter along with the past survey results of 1994.

Thanks in advance for your participation. I would be glad to answer any questions you might have. Please call me at (703) 323-5803 ( or e-mail me at [eastham@ix.netcom.com](mailto:eastham@ix.netcom.com)) if I can be of assistance.

Respectfully,

William A. Eastham, Jr., CQA  
Chairperson  
ASQ Section 0511, Northern Virginia

American Society for Quality



### From the Editor...

The 1998-1999 membership is about to begin. Please assist our section by completing and returning the survey on pages 3 and 4. 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 MAY 1998

David Austin	Carol Lockhart
Ronald Dubois	Kimberly Robatin
Jane Harris	Nicole Romer
David Hicks	Bob Taylor

### TRANSFERRED IN AS OF MAY 1998

Valeri Fox	John Umsteadt
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### 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
Councilor to the Board:	Pat McMahon
Section Email:	Councilor1@asq0511.org
Business Phone:	703-771-4859
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

### Northern Virginia Section 0511

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.*

## ASQ SECTION 0511 MEMBERS' SURVEY

for 1997 - 1998

The Northern Virginia Section 0511 of the American Society for Quality (ASQ) wants to learn how we can best serve you, our members. Please circle or write in your response for each survey question. Thank you for your time.

**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>

### I. Reasons for joining/maintaining membership in ASQ.

	Importance of Each Reason		
	Very... 3	Somewhat... 2	Not at All 1
1. Networking/Professional contacts	3	2	1
2. ASQ educational offerings (seminars, workshops, study groups, courses)	3	2	1
3. <i>Quality Progress</i> and other publications	3	2	1
4. Membership valued in ASQ for resume enhancement	3	2	1
5. Other: (Please specify) _____	3	2	1
6. Do you read <i>Quality Progress</i> ? __Yes __No // Do you read the Section Newsletter? __Yes __No If not, why not? _____			

### II. Rating educational offerings, dinner meetings and other services.

Educational Offerings	# Attended in Last 12 Months	Importance to You			Satisfaction Level		
		Very... 3	Somewhat... 2	Not at All 1	Very... 3	Somewhat... 2	Not at All 1
7. Certification courses	_____	3	2	1	3	2	1
8. Seminars/workshops	_____	3	2	1	3	2	1
9. Monthly study groups	_____	3	2	1	3	2	1
10. National Quality Day	_____	3	2	1	3	2	1
Dinner Meetings	_____	3	2	1	3	2	1
11. Speaker and topic		3	2	1	3	2	1
12. Time (6:30 p. m.)		3	2	1	3	2	1
13. Day (3rd Wed of the month)		3	2	1	3	2	1
14. Location (Vienna)		3	2	1	3	2	1
15. Food (Marco Polo Restaurant)		3	2	1	3	2	1
16. Meeting Notification		3	2	1	3	2	1
17. Price (\$20.00)		3	2	1	3	2	1
Other Services:							
18. Monthly newsletter		3	2	1	3	2	1
19. New member orientation		3	2	1	3	2	1
20. Special event notification		3	2	1	3	2	1
21. Job announcements		3	2	1	3	2	1
22. Other (please specify): _____		3	2	1	3	2	1

### III. Please provide your interest of needs - your responses will guide planning for workshops and dinner meeting for the 1998 -1999 Membership Year.

Topic/Event	Level of Interest			Topic/Event	Level of Interest		
	High... 3	Some... 2	None 1		High... 3	Some... 2	None 1
Strategic Planning	3	2	1	Benchmarking	3	2	1

GPRA	3	2	1	Performance Measures	3	2	1
Customer Satisfaction	3	2	1	Change Management	3	2	1
Consulting Skills	3	2	1	Team Building	3	2	1
Reengineering	3	2	1	Self-Directed Teams	3	2	1
Employee Involvement	3	2	1	Suggestion Systems	3	2	1
Quality Func. Deployment	3	2	1	Site Tours	3	2	1
Baldrige Award Criteria	3	2	1	Quality Success Stories	3	2	1
ISO 9000	3	2	1	ISO 14000	3	2	1
Statistical Process Control	3	2	1	Process Analysis	3	2	1
ASC Certification(s)	3	2	1	CQA	3	2	1
CQE	3	2	1	CQT	3	2	1
CQManager	3	2	1	CSQE	3	2	1
Standards	3	2	1	Performance-Based Mang.	3	2	1

23. Preferred time for workshops  
 Weekday Lunch  
 Weekday Dinner  
 Saturday A.M.
24. Preferred length of time  
 2-3 Hours  ½ Day  
 Full Day  Days  
 Other: \_\_\_\_\_
25. Monthly dinner meeting  
 Preferred Day: \_\_\_\_\_  
 Preferred Location: \_\_\_\_\_

**IV. Overall Quality**

26. How can we improve our service to you? \_\_\_\_\_
27. Regardless of your current level of involvement in ASQ and/or ASQ Section 0511, what prevents you from being more involved? \_\_\_\_\_
28. Please rate the performance of ASQ Section 0511 as a professional society?  
 5 Excellent    4 Very Good    3 Average    2 Below Average    1 Poor

**V. Demographic Information** (Please check the following that best describes you current situation)

----- *fold here* -----

Employment Location:	Organization Type:	Work Area:
<input type="checkbox"/> Arlington	<input type="checkbox"/> Federal Government	<input type="checkbox"/> Service Industry
<input type="checkbox"/> Alexandria	<input type="checkbox"/> State/Local Government	<input type="checkbox"/> Manufacturing
<input type="checkbox"/> Fairfax County/City	<input type="checkbox"/> Educational Organization	<input type="checkbox"/> Education
<input type="checkbox"/> Washington, D.C.	<input type="checkbox"/> Private Business/Industry	<input type="checkbox"/> Military
<input type="checkbox"/> Other Virginia	<input type="checkbox"/> Self-Employed	<input type="checkbox"/> Health
<input type="checkbox"/> Maryland	<input type="checkbox"/> Other: _____	<input type="checkbox"/> Other: _____
<input type="checkbox"/> Other: _____		

Years in Quality	/ ASQ Member	Primary Area of Expertise:	Educational Level:
<input type="checkbox"/> < 1 year	<input type="checkbox"/> < 1 year	<input type="checkbox"/> Human Resources	<input type="checkbox"/> High School Diploma
<input type="checkbox"/> 1-3	<input type="checkbox"/> 1-3	<input type="checkbox"/> Computers/communications	<input type="checkbox"/> Associate Degree
<input type="checkbox"/> 4-6	<input type="checkbox"/> 4-6	<input type="checkbox"/> Performance Measurements	<input type="checkbox"/> Baccalaureate Degree
<input type="checkbox"/> 7-10	<input type="checkbox"/> 7-10	<input type="checkbox"/> Business Management	<input type="checkbox"/> Master's Degree
<input type="checkbox"/> 11-13	<input type="checkbox"/> 11-13	<input type="checkbox"/> Quality Practitioner	<input type="checkbox"/> Law Degree
<input type="checkbox"/> 14+	<input type="checkbox"/> 14+	<input type="checkbox"/> Quality Researcher	<input type="checkbox"/> Doctoral Degree
		<input type="checkbox"/> Other: _____	Certifications: <input type="checkbox"/> CQA <input type="checkbox"/> CQE <input type="checkbox"/> CSQE <input type="checkbox"/> CQM
			other: _____

What is the best way for the Section to communicate with you for upcoming events?  E-Mail  Mail Notification  Phone Hot Line  Phone call  Newsletter  Other: \_\_\_\_\_

----- *fold here* -----

**William A. Eastham, Jr., CQA**  
**ASQ Section 0511**  
**5803 Oak Ladder Court**  
**Burke, Virginia 22015**

Place 32c  
 Stamp  
 Here

**William A. Eastham, Jr., CQA**  
**ASQ Section 0511**  
**5803 Oak Ladder Court**  
**Burke, VA 22015**

## The 8th Annual Quality Audit Division Conference

March 11 & 12, 1999 -- Houston, Texas

The Quality Audit Division is seeking presenters to speak at their 8th annual conference to be held in Houston, Texas. "Forging Trails to New Frontiers: Moving From Compliance to Value Added Auditing" is the theme of the 1999 conference. Many auditors still believe that their task is merely to find fault rather than provide a value-added service to continuous improvement efforts. The conference will focus on the movement toward value added / management audits – audits that prevent expenditure of avoidable costs and thus have a positive effect on business results. Skills needed for this shift will be provided through hands-on interactive sessions as well as traditional presentations. Attendees will also have the opportunity to gain an in-depth understanding of many of the tools needed in today's auditing environment – from writing checklists to interviewing the auditee.

This call for papers seeks responses from diverse sources, focusing on value added/management auditing. Presentations for Track 2 and 3 should give the attendees the opportunity to practice methodology presented/discussed. Presenters will have 30 minutes up to 3 hours to present materials, which includes time for a Q & A session. Papers from those who have not presented at recent QAD conferences are especially encouraged and welcome.

Potential speakers are requested to prepare and submit a one-half page abstract detailing how their proposed paper relates to one of the track themes, the amount of time needed to convey key concepts adequately, a mailing address and a daytime phone number. No speaker will be considered unless all information listed above is received.

Abstracts are due by June 1, 1998. Accepted speakers will be notified by July 15, 1998. A paper will be expected of all presenters with final camera-ready copies due by November 1, 1998. Speakers will be expected to adhere to intermediate and final deadlines as well as formats for the papers and presentation materials. One speaker per paper will receive complementary registration. Speakers will be responsible for their own hotel and transportation arrangements and expenses.

Send all abstract proposals to:

Janet L. Muschlitz  
 ASQ QAD 1999 Conference Program Chair  
 518 Second Street  
 Northampton, PA 18067-1918  
 Phone: 201-847-7398  
 Fax: 201-847-5399  
 E-mail: Janet\_Muschlitz@bdhq.bd.com

## 52nd North East Quality Council Conference

Theme: Quality Thinking Outside the Box

The North East Quality Council comprises the 23 ASQ sections in the north east, from Maine to northern New Jersey. The council has sponsored an annual quality conference for the last fifty-one years. This year's conference will be held October 7-9, 1998 at the Sheraton Springfield in Springfield, Massachusetts and promises to be the best yet.

The conference committee has established a technical program that extends far beyond the "traditional" quality topics. Subject matter for this conference includes: manufacturing, service, health care, law enforcement, education, transportation, construction plus many other areas. The best speakers in their respective fields will present the conference sessions.

In addition to the outstanding technical program the conference will feature exhibitors with state-of-the-art technology and tools. Companion program and plant tours are also available.

The conference's keynote speakers include Guy Hale, president of Alamo Learning systems; John Kappenberger, chairman of the board of RAB, former chairman of the board and president of ASQ; and Carl Thor, a leading authority in productivity and productivity measures and the author of "The Measure of Success; Creating a High Performing Organization."

There has been a great amount of interest in the conference so far. Record-breaking attendance is expected so the conference is an excellent opportunity to network, and to expand your network base.

For further information contact the conference general chairman, John Hobbs at 603-429-0352. **-QM**

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## American Society for Quality Offers Training in Venture with Six Sigma Academy

MILWAUKEE - ASQ Offers Training in Venture with Six Sigma Academy Six Sigma Breakthrough Strategysm training is being offered to small and midsize companies for the first time through a new joint venture of the American Society for Quality (ASQ) and the Six Sigma Academy. Six Sigma Breakthrough Strategy training has been implemented by major corporations to deliver bottom line financial results, reduce defects, cut manufacturing costs, increase productivity, and enhance customer satisfaction. ASQ's individualized programs put the benefits of Six Sigma Breakthrough Strategy training within reach of smaller organizations.

The new ASQ Six Sigma Breakthrough Strategy training program enhances ASQ's existing line of public and in-house training and seminars on quality-related topics. The venture with ASQ enables the Six Sigma Academy to

serve a broader market of organizations and individuals seeking Six Sigma Breakthrough Strategy training for Black Belts and Master Black Belts.

"Six Sigma performance can move 10% of corporate revenue to the bottom line while simultaneously improving customer satisfaction," Steve Bailey, ASQ president, said. "Six Sigma Breakthrough Strategy training is a powerful tool recognized by Wall Street and by major corporations in the United States and worldwide."

Six Sigma Black Belt candidates undergo four weeks of intensive training over a four-month period, alternating a week of training with three weeks on the job applying the tools to their projects. As part of the training, candidates are expected to work on a specific on-the-job project that produces a bottom-line improvement of at least \$150,000. Master Black Belts are trained to serve as internal trainers and experts.

Organizations that have implemented Six Sigma Breakthrough Strategy training include General Electric, Allied Signal, Bombardier, Lockheed Martin, Polaroid, and Sony. The financial community has reacted enthusiastically to the bottom-line results realized by corporations that have implemented Six Sigma Black Belt techniques.

The first ASQ Six Sigma Breakthrough Strategy classes begin June 8, 1998, in Scottsdale, AZ. Training will be offered to individuals and through corporate licensing programs for companies of all sizes.

The American Society for Quality is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of quality concepts, principles, and techniques. ASQ serves more than 133,000 individual and 1,100 corporate members. Six Sigma Academy, d/b/a Sigma Consultants, PLC, based in Scottsdale, AZ, developed the Six Sigma Breakthrough Strategy and is the leading supplier of Six Sigma Breakthrough Strategy training. -QM

## Upcoming Professional Meetings and Events in the Baltimore-Washington Area

The following is a service of the Baltimore-Washington Partnership for

Learning and Cooperation (BWPLC). Member organizations: Association for Quality and Participation (AQP) Capital and Chesapeake Chapters; American Society for Quality (ASQ) Sections 502/Baltimore, 509/Washington, and 511/Northern Virginia; Quality Assurance Association of Maryland; and the Washington Deming Study Group. For more information about the BWPLC, contact any member organization.

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Monday - Tuesday, May 18 - 19 - International Quality and Productivity Center Event: Quality Alert Institute Seminar: "Performance Measurements for Government Agencies"

When: 8:30 a.m. - 5:30 p.m.

Where: Arlington Hilton, Arlington, VA

Cost: From \$1295 - Government employees receive a \$100 discount.

For more information or to register call 800-882-8684, email [info@iqpc.com](mailto:info@iqpc.com), or view the conference website at [www.iqpc.com](http://www.iqpc.com)

>>> Upcoming IQPC Conferences:

June 23 - 24 "Translating Strategic Plans Into Annual Plans, Performance Measurements and Budgets for Government Agencies:

Meeting and Exceeding GPR's 1998 Requirements" The Madison, Washington, DC

\*\*\*\*\*

Tuesday, May 19 - Quality Assurance Association of Maryland

Topic: "Implementation Strategies for the Year 2000 Crisis", Panel Discussions by Leading Industry Experts

Steve Devinney, QAI	"Current and Future Trends"
Doug Putnam, QSM	"Y2K Project Costs"
Laurie Schneider, Coopers & Lybrand	"Data Conversion Methods"
Nancy Peters, CACI	"Y2K Assessment Checklist"
Denis Meredith, Meredith Consulting	"Testing Y2K Changes"

Cost: \$20, includes lunch.

To register, or for more information, please contact Susan Burgess at 301-838-0104 or [sburgess@iti-inc.com](mailto:sburgess@iti-inc.com)

\*\*\*\*\*

Tuesday, May 19 - Strategic Leadership Forum, Washington Metro Chapter, "Master Classes on Strategy" Series

Topic: "Washington Entrepreneurs and How They Use Strategy"

Speakers: Janine Vail and Michael Saylor, Entrepreneur of the Year Award Winners

When: 6 - 9 p.m.

Where: Hyatt Arlington Hotel, 1325 Wilson Blvd. (near Rosslyn Metro)

Cost: Before 5/15 - Member \$25, Non-Member \$35  
After 5/15 - Member \$20, Non-Member \$40  
Group rate available.

For information or reservations contact the Chapter Administrator at 202-244-6045, fax 202-686-8287, email [summs@ixnetcom.com](mailto:summs@ixnetcom.com)

>>> Upcoming Meetings

June 15 "An Evening with General Gordon R. Sullivan, Ret. U.S. Army"

\*\*\*\*\*

Wednesday, May 20th - International Institute for Learning

Event: "Understanding Variation: The Key to Managing Chaos"  
A Live, Interactive Satellite Broadcast

Speakers: Dr. Donald J. Wheeler,  
World expert on the applications of statistics for Business  
Dr. Genichi Taguchi, Creator of the Taguchi Methods and  
three-time Winner of the Deming Prize

When: 11:30 a.m. - 2:30 p.m.

For more information, call 1-800-385-4350.

\*\*\*\*\*

Wednesday, May 27 - AQP Capital Chapter Facilitator Workshops

Topic: "Facilitating Partnering Relationships"

To register or for more information, please call the AQP Capital Chapter hotline at 703-532-9440.

>>>Scheduled AQP Capital Chapter Facilitator Workshops:

June 24, 1998 "Facilitating Successful Team Writing" followed by Series Celebration Luncheon

\*\*\*\*\*

Thursday, May 28 - American Society for Quality, Washington, Section 509

Topic: "Cost of Quality"

Where: DoubleTree Hotel, 1750 Rockville Pike, Rockville, MD 20852

When: 6 - 9 p.m.

Cost: \$20 ASQ/BWPLC Members, \$25 Non-members

For reservations or for more information, please contact Anthony Ingelido at 202-927-5544, email AINGELIDO@aol.com, or contact Priscilla Huffman at 301-649-4626 or pwhuffman@aol.com.

>>> Upcoming Meetings of ASQ Section 509:

June 18 Plant Tour (TBD), 6 - 9 p.m.

July 16 "TQM Debate: What's the Status -Is it Alive or Dead?", 6-9 p.m.

\*\*\*\*\*

Wednesday, June 3 - James Madison University, Lessons in Leadership Series

Program: "Emotional Intelligence: The Competitive Advantage"

Speaker: Dr. Robert Cooper, author of Executive EQ: Emotional Intelligence in Leadership and Organizations

When: 8:30 a.m. - 4 p.m.

Where: Sheraton Inner Harbor Hotel, 300 South Charles Street Baltimore

Cost: \$299 per person, group discounts available

For information call 800-873-3451 or visit [www.wyn.com](http://www.wyn.com)

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Monday - Thursday, June 8 - 11 - Juran Institute

Seminar: "Teaching Quality Improvement Tools"

Where: Washington, DC

For more information contact Marilyn Maher at 800-829-1531.

\*\*\*\*\*

Tuesday, June 9th - Association for Quality and Participation, Chesapeake Chapter

Event: Annual Spring Conference Keynote: Peter Grazier

Education Sessions:

"Communications" - Susan Flowers Communications, Inc.

"Quality in Education/Business Education Partnerships" - Maryland Business Roundtable for Education - Executive Director June Streckfus

University of Maryland Hospital System (Winner of 1997 U.S. Senate Productivity Award for Md.)

MD State Government Governor's Quality Award winning team - a panel discussion

"Coaching" - Dick Gibson, ASTD Guidebook on Coaching

For more information, call the AQP Chesapeake Chapter Hotline at 410-342-4909 or write the chapter secretary at AQPEmail@aol.com

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Monday - Thursday, June 15 - 18 - Quality Assurance Institute

Seminar: "Effective Methods of System Testing"

Instructor: Carolyn Fairbank Where: Washington, DC

Additional Seminars:

June 22 - 24 "Defining and Validating User Requirements" Rebecca Stanton-Reinstein Where: Washington, DC

June 29 - 30 "Risk Assessment and Risk Management in the Software Development Process" Carolyn Fairbank Washington, DC

For information contact the Quality Assurance Institute at 407-363-1111, or [www.qaiusa.com](http://www.qaiusa.com)

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Every Third Thursday - Americans Communicating Electronically (ACE)

Topic: Regular monthly meeting.

When: 10 a.m. - Noon

Where: Small Business Administration, 8th Floor Conference Room 409 3rd Street, SW, Washington, DC

For more information call 202-720-2727 or visit [www.sba.gov/ace](http://www.sba.gov/ace).

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Maryland Center for Quality and Productivity

1998 U.S. Senate Productivity Awards and Maryland Quality Awards

The awards honor Maryland organizations which have made significant

progress in quality and productivity improvement within the categories of manufacturing, service, public sector/non-profit sector, small business, and education. All organizations with five or more full-time employees are eligible.

The schedule for the 1998 Senate Awards process is as follows:

Eligibility determination	up to June 5
Application Due	July 3
Site Visits	September 14 to 29
Selection of Recipients	September 30
Conference	October 8th

For a copy of the criteria or more information, please call Nellie Freeman, Senator Sarbanes office at (202) 224-4524 or Amit Gupta, MCQP at (301) 405-7099.

\*\*\*\*\*

Saturday and Sunday, October 10 - 11 - The W. Edwards Deming Institute

Event: Fall Conference

For more information check the Deming web site, [www.deming.org](http://www.deming.org)

For conference registration, contact The W. Edwards Deming Institute, PO Box 59511, Potomac, MD 20859-9511, 301-299-2419, fax 301-983-5132, email [staff@deming.org](mailto:staff@deming.org)

Where: Quality Hotel and Suites, Courthouse Plaza, Arlington, VA

Deming 4 day video seminar, October 12 - 15.

\*\*\*\*\*

ISO 9000 User's Group sponsored by American Society for Quality (ASQ) Section 509. For more information contact Carolyn Frank at [Cfrank@issinet.com](mailto:Cfrank@issinet.com)

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American Society for Quality, Baltimore, Section 502 For more information, call the Section's voice mail, 410-347-1453.

**-QM**

**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 6:30pm to 8:30pm.

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](mailto:ISO9000@asq0511.org) or (703) 329-4455.

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## Report from the MOP Study Group

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

The MOP Study Group meets monthly to discuss the topic of Measuring Organizational Performance (MOP). We are sponsored by ASQ Section 0511 and meet at the VSE Corporation in Alexandria VA Contact the Moderator at 202-237-5268, box 4 for the latest announcement about the meeting topic. Below is a summary of our recent meetings.

**February 1998:** A Practical Way to Implement the GPRA Using the Balanced Scorecard and the Malcolm Baldrige Criteria

Captain Jeff Lantz, Commanding Officer, US Coast Guard Marine Safety Center and Larry Mercier, Technical Advisor and Malcolm Baldrige Examiner, described the Center's use of both the Baldrige framework and the Balanced Scorecard approach to deploy its strategic plan and make organizational improvements. They discussed how these two different

frameworks can fit together and how the Baldrige criteria can provide a roadmap for management excellence. It was fascinating to hear from an organization that has tried to integrate two different performance measurement approaches. In their approach, they identified five principles for what they call their "Q Journey"--Customer Focus, Total Involvement, Measurement, Systematic Support, Continuous Improvements. Larry walked the MOP Group through the MB criteria. The Center uses the MB criteria to train personnel in the MB criteria, conduct a self-assessment of gaps, organize the gaps into project areas, and develop plans to close the gaps. The performance measures they have developed fit into a Balanced Scorecard model in the sense that the Center has grouped the measures into Inputs (Learning and Growth), Process (Internal Process), Outputs (Quality and Financial) and Outcomes (Customer and Strategic Results ). They affirmed that a performance measurement system must be balanced between leading and lagging indicators.

**March 1998:** A celebration of the MOP Study Group's fourth anniversary with a MOP pioneer, Dr. Scott Sink

To mark our fourth year as a Study Group, we had a birthday party with pizza, a birthday cake, and a happy birthday song. Carl Thor, one of our mentors and a pioneer in the MOP field graciously cut the cake while we sang. Then the meeting was turned over to Dr. Scott Sink of Virginia Tech whose book, written with Tom Tuttle of the University of Maryland, has been a basic resource to the MOP Group. Dr. Sink illustrated many of his points with an actual case study based on a 6 year project with a large food distribution client in Canada with whom he has been consulting. He began by reminding us that performance measures can be no more useful than our expectations and intentions for organizational success. To underscore this concept, he pointed out that in thinking about organizational performance, executives have to be able to ask, "How do we optimize performance for the total organization?" rather than, "How can I optimize my unit?" An illustration was that his client couldn't decide what to measure in their warehouses without first knowing the success requirements of the stores they were supplying. To develop the right performance measures, the client found it had to better understand the relationship between warehouse performance and store performance. Dr. Sink included a brief overview of his theory of managing change on nine fronts--infrastructure, planning, measurement, culture, technology, motivation, communication, education/training/development, and political.

**April 1998:** Measuring Intellectual Capital to Improve Performance

At this meeting, one of our own members, Dan Knight presented his thoughts on a new measurement framework that recognizes intangible factors and enables organizations to improve performance. Dan is a long time member of the Study Group and shared with us portions of his two day seminar on "Knowledge-Based Management" sponsored by the American Management Association. He first gave us a quiz on our current understanding of knowledge management (KM) measurement issues. Then he defined and discussed the concepts of KM, intangible assets, and intellectual capital. Dan defined knowledge as putting information to use and getting value from it. He defined knowledge management as the recognition of the value of knowledge as intellectual capital and leveraging three types of intellectual capital (human, structural, and external) to improve organizational performance. In traditional financial terms, a measure of intellectual capital might be the market value of a business minus its book value. Dan then explained how measuring KM can go beyond this traditional approach by presenting a three levels of KM performance measurement. Dan emphasized that there needs to be a balance in measuring the human, structural, and external aspects of intellectual capital.

Bob Wise is an independent consultant helping organizations develop performance measures for strategic plans and process improvement. He specializes in the Balanced Scorecard approach. He can be reached at SystemWise Consulting, 202-237-5268. **-QM**

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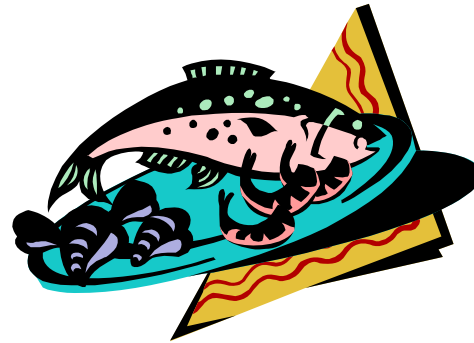
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**Join us !**



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.

This month's program on Wednesday, May 20, will feature two speaker's: Ms. Debbie Meehan and Mr. Nick Croce. Ms. Meehan will speak about Networking from the Individual's perspective, discussing reasons behind networking; significant benefits from a quality perspective, and give tips to help in self-promotion and offer guidelines for an Action Plan. Mr. Croce will speak about Networking/The Job Search from the Recruiter's perspective. He will explain when to begin the search and who is in charge of the search process; how to efficiently use the Internet for Job Searching; when to use a recruiter. He will also explain the details of recruiter's network.



Our dinner meeting on Wednesday, June 17 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. -QM

## 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](mailto:Education@asq0511.org).

#### Planned Certification Refresher Course Dates 1998

<u>Certification</u>	<u>First Class</u>	<u>Exam Application Deadline</u>	<u>Exam Date</u>
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](mailto:Education@asq0511.org) for details**

**LCI Offering ASQ CSQE, ASQ CQMgr, & QAI CQA Training  
Certification Training Announcement**

LCI International is sponsoring another certification training program starting in July for the ASQ CSQE and the ASQ CQMgr examinations (scheduled for October 17, 1998) and the QAI CQA examination (schedule TBD). The sessions will take place usually twice a week at lunch time at LCI's new building in Ballston, which is across the street from the Metro.

There have been over 130 people who have attended this training since November 1996, and there have been over 45 certifications received by these people.

(The Virginia training provided by the ASQ Northern Virginia Section 0511 may also be offered starting in July. Contact: 'education@asq0511.org' for more information.)

For more information about the LCI training class, please contact Sue McArthur (mcarthus@lci.com, phone 703-610-4860 until June 5, after then 703-363-4860) or Marie Rondot (rondotm@lci.com, phone 703-287-4118 until June 5, after then 703-363-4118).

### Section 0511 Library Materials for loan

BOOK TITLE	AUTHOR	DATE
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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
<b>VIDEO TITLE</b>	<b>AUTHOR</b>	<b>DATE</b>
NATIONAL COMMISSION ON RESTRUCTURING THE IRS	ASQC TESTIMONY	N/A
QUALITY OF AMERICA	N/A	N/A
<b>MAGAZINE TITLE</b>	<b>DATES</b>	
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!**

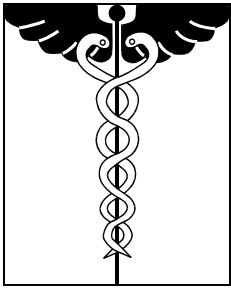
A well deserved thank you for all of you who volunteered your time and resources to make ASQ Section 0511 activities a success. Your contributions are greatly appreciated by all section members.

**A special thank you to  
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**Next newsletter in July 1998!  
Deadline is June 19.**



**A statement on health care quality assessment to the Subcommittee on Health of the House Ways and Means Committee in Washington, DC. March 12, 1998**

Steve Bailey, President of the American Society for Quality, today submitted a statement on health care quality assessment to the Subcommittee on Health of the House Ways and Means Committee. The statement was developed in consultation with Kathleen Stillwell, Chair of ASQ's Health Care Division.

Health care cost and quality issues look to be a hot topic of debate in Washington for some time to come. ASQ is working to bring input from the quality profession into these discussions. If you have comments about this statement, send them to John Ryan at ASQ headquarters (jryan@asq.org).

The text of the statement follows.

As the Subcommittee on Health of the House Ways and Means Committee continues to assess health care quality, the American Society for Quality is pleased to offer several observations based on the experiences of the nation's quality practitioners.

There are fundamental limitations in the basic approach to health care quality improvement as it is generally practiced in this country. Perhaps the best way to explain is by way of analogy.

If you wanted a cup of cappuccino, you wouldn't expect to get it from your old percolator. It's simply the wrong machine for the job. Why, then, should we expect excellence from our current systems of health care assessment and quality improvement? The machinery we use for the job is not geared toward excellence. Evaluation of quality has been the province of the accreditation and regulatory organizations, using approaches driven instead by considerations of what is acceptable - minimally acceptable - rather than what is optimal.

Turning up the temperature of the percolator won't produce the desired result, nor will endless fine-tuning or retrofitting it with a foam-making attachment. What is needed is new machinery, a new approach. For health care, a way of interjecting an overarching drive for excellence from all elements of the system.

Do such alternatives exist? Yes.

There are systems and methods that are more in tune with the successful methods in the commercial sectors that have reinvigorated American enterprise and made it the most successful anywhere. Systems designed to aggressively pursue excellence. And to focus on customers as the starting and ending point in quality improvement efforts.

The most widely applied and universally recognized are the approaches spelled out in the ISO 9000 series of international quality systems standards and the Criteria for Performance Excellence of the Malcolm Baldrige National Quality Award. The appeal of these approaches for health care lies in their

universality, in their focus on the customer, and in their emphasis on prevention through process management.

Some recent studies have shown that problems in how health care institutions work - rather than problems in how individual health care practitioners do their jobs - lead to mistakes that put patients at risk; nevertheless, because most efforts to find the cause of medical errors

seek individuals, many problems do not get fixed. Rather than using inspection-based methods to look for the exceptions and then fix the blame for things gone wrong, the approaches behind Baldrige and ISO 9000 focus on quality management of processes that provide reasonable assurance that things will go right, from the perspective of the customer or patient.

In addition to eliminating errors, this same process management approach is useful in eliminating waste from the system - which is a far more powerful approach than simply wringing cost out of the system.

The merits of these approaches have been tested and proven in American business. ISO 9000 is well known and accepted throughout the world. We know of one hospital that has jettisoned its accreditation process and replaced it with ISO 9000 registration. Whether this becomes a widespread trend remains to be seen, but we do know that many health care institutions are investigating the use of ISO 9000, including federal health care facilities. Certain segments of private industry that are large purchasers of health care services, such as the automotive industry, have come to rely on ISO 9000 and require it of their suppliers. We believe that some of these same businesses will put pressure on their health care suppliers to adopt methods in line with the ISO 9000 approach and the Baldrige criteria. A new revision of the Baldrige Criteria for Performance Excellence has just been published specifically for health care. This follows several years of work that included pilot programs to test the applicability of the widely followed Baldrige criteria in a health care setting. We see many opportunities opening up in the months and years ahead to apply these alternative approaches in health care.

The American Society for Quality encourages the Subcommittee on Health of the House Ways and Means Committee to investigate these options, either as alternatives or as ways to augment and broaden current health care quality assessment approaches.

The 3000-member Health Care Division of the American Society for Quality is actively involved in promoting the wider application of these principles in health care settings. We would be pleased to provide additional information to this Subcommittee. -QM

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

**Premiering November 1998...**

**Software Quality Professional**

The Software Quality Professional, a peer-reviewed quarterly journal is to be published by the American Society for Quality (ASQ). Focusing on the practical needs of professionals including engineers and managers, the Software Quality Professional will provide readers

with significant information that will contribute to their personal development and success in the field of software quality.

Under the direction of the founding Editor, Taz Daughtrey, articles from known experts in the field of software quality provide an intersection between quality engineering and software engineering.

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– Watts Humphrey, Software Engineering Institute

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– Jeffrey Voas, Reliable Software Technologies and Lora Kassab,

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If you'd like to join the ASQ Section 0511 email distribution list for announcements of interest to local quality professionals, send an email to: [asq0511@asq0511.org](mailto:asq0511@asq0511.org) and ask to be added to the list. Be sure to also let us know when your email address changes, or when you need to leave the list. We want to be one of your key "informed sources" for this area!

**American Society for Quality**



**Northern Virginia Section 0511  
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