QualityMatters January 1999

American Society for Quality   Northern Virginia Section 0511   Volume 15 Issue 4

NEWS FROM THE MEMBERSHIP CHAIR

DESIGN OUR SECTION LOGO!

Contest for the 0511 Logo

In order to provide recognition for our membership we are holding a design contest for a Section Logo – like the ASQ logo/pins. The Section Logo will be used for pins, letterhead, flyers, ads, and posters, all of the materials produced by the Section. The logo can have letters, numbers, words, and non-copyright art work. The logo design should be sent to the Section no later than February 1, 1999. The address is Northern Virginia Section 0511, P.O. Box 1867, Herndon, Virginia 20172-1867. Send an electronic copy of the design and list the software used to produce the design. Some thoughts for the design…. Where is quality going in Northern Virginia as we approach the year 2000… 2001.

The winning designer will receive one hundred dollars ($100.00). The logo design will be the property of the Section for use on its' promotional materials and letterhead. The logo will be provided to the membership with the new membership handbook currently under development for the Section. If you have any questions please call or e-mail Bill Eastham, the Membership Chair (H: 703-323-5803, W: 703-921-6558, eastham@ix.netcom.com) You may also send the design directly to the following e-mail address: (eastham@ix.netcom.com).

Survey Results

In June of 1994, the Executive Board provided a survey to the general membership to collect information for future planning sessions. In May of 1998 we did a follow-up survey to determine if the base information gathered had changed. The small numbers of returned surveys make it impossible to determine with any certainty whether the memberships' desires has changed since the June 1994 survey.

While there were a limited number of responses, several positive items are noted in the survey. The overall satisfaction with the Section is high; an average of 3.7 with 4 (very good) and 3 (good). More than fifty percent of the respondents said the Sections overall performance was very good or excellent.

Most agreed that a 2 to 3 hour presentation on a weekday was the preferred way to schedule the programs for the Sections. The middle of the week (Tuesday, Wednesday, Thursday) was the best day of the week for the events. The second choice was a Saturday for half a day for Section program activities. There was no major objection to the Wednesday evening dinner meetings held at 6:30 p.m. in Vienna. Several did want to know why we stopped having the dinner meetings at the Silver Plate. They closed for business; it is for sale should one of our members wish to purchase the restaurant and make it available for the dinner meetings.

Of those that responded to the survey more than half wanted to be informed by e-mail of Section events and news. Several suggested that the Section must be more timely with information, and establish programs over a longer time period.

The primary interest of the membership is in strategic planning, performance measures, change management, process analysis, ISO9000, quality success stories, and customer satisfaction with no one topic being singled out as the most important. Everyone listed the networking/ professional contacts, ASQ educational, *Quality Progress*, and resume enhancement equally in importance for membership. Most read both the *Quality Progress* and Section Newsletter regularly.

In reviewing the limited number of surveys, they are not out of line with the survey results of June 1994. If you have suggestions for an evening program or training event please call the Program Chair or the Educational Chair.

As your membership chair, I would be glad to answer any questions you might have. Please call me at (703) 323-5803 (or e-mail eastham@ix.netcom.com) if I can be of assistance. Respectfully, Bill Eastham, Jr., CQA, Membership Chair. **–QM**

Section Email: Education@asq0511.org

American Society for Quality

Northern Virginia Section 0511

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From the Editor…

Hey ! It's 1999! Do *you* have your Y2K problem solved??? 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.

ASQ Section 0511 1998/1999 Organization

Executive Board Officers

Chair: Bill Casti
Home Phone: 703-834-8210   Work Phone: 540-542-3155
Fax: 703-834-8209
Section Email: Chair@asq0511.org

Vice Chair: Don Burke
Bus. Phone: 703-256-1419   Bus. Fax: 703-280-7770
Section Email: Chair-elect@asq0511.org

Immediate Past Chair: Bill Eastham
Home Phone: 703-323-5803   Work Phone: 301-428-1493
Section Email: PastChair@asq0511.org

Secretary: Don Burke
Bus. Phone: 703-256-1419   Bus. Fax: 703-280-7770
Section Email: Secretary@asq0511.org

Treasurer: Greg Donovan
Bus. Phone: 703-415-1011   Bus. Fax: 703-415-1013
Section Email: Treasurer@asq0511.org

Committee Chairs

Community Quality Council (CQC) Chair: Mark Jones
Bus. Phone: 703-620-8267
Section Email: CQC@asq0511.org

Corporate Liaison: Yvonne Fernandez
Bus. Phone: 703-934-3027   Bus. Fax: 703-934-3740
Section Email: Liaison@asq0511.org

Councilor to the Board (Position 1): Patricia McMahon
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Section Email: Councilor1@asq0511.org

Councilor to the Board (Position 2): Roger Mercier
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Section Email: Councilor2@asq0511.org

Councilor to the Board (Position 3): Henry Kling
Home Phone: 703-360-9139
Section Email: Councilor3@asq0511.org

Councilor to the Board (Position 4): Harvey Shaw
Home Phone: 703-385-4471   Work Phone: 703-892-2740
Section Email: Councilor4@asq0511.org

Councilor to the Board (Position 5): Roger Semplak
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Section Email: Councilor5@asq0511.org

Education Chair: Don Hendrix
Home Phone: 703-803-3554   Work Phone: 703-803-3100

Electronic Media Chair: Bill Casti
Pager: 800-604-6149   Phone: 703-834-8210
Fax: 703-834-8209
Section Email: E-media@asq0511.org

Examining: Roger Schaffer
Bus. Phone: 703-413-3739   Bus. Fax: 703-413-8830
Section Email: Examining@asq0511.org

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Section Email: Finance2@asq0511.org

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Fax: 703-938-5227
Section Email: HealthCare@asq0511.org

Historian: Walter Mendus
Home Phone: 703-354-5932
Email: Historian@asq0511.org

ISO 9000 Chair: Quentin H. Conroy
Home Phone: 703-329-4455
Section Email: ISO9000@asq0511.org

Membership Chair: Bill Eastham
Home Phone: 703-323-5803   Work Phone: 301-428-1493
Section Email: Membership@asq0511.org

Measuring Organizational
Performance (MOP) Chair: Robert I. Wise
Phone: 202-237-5268
Email: MOP@asq0511.org

National Quality Month (NQM):   Bill Eastham
Home Phone: 703-323-5803   Work Phone: 301-428-1493
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Publicity Chair: Tim Gavagan
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Section Email: Publicity@asq0511.org

Section Management Plan (SMP) Chair: Bill Eastham

Home Phone: 703-323-5803
Section Email:

Work Phone: 301-428-1493
SMP@asq0511.org

Student Activities:
Bus. Phone:
Section Email:

Mark Jones
703-620-8267
Students@asq0511.org

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. **–QM**

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Volunteers still needed!!!

Additional volunteers are also

Join us !

ASQ Section 0511 holds periodic dinner meetings with guest speakers now on the *second* Wednesday of each month from 6:30 to 9:00pm at the **MARCO POLO RESTAURANT**, 245 Maple Ave. West, Vienna, VA 22180.

The cost for the dinner is $20.00 and reservations must be made. You may call Intertek at (703) 818-8500 ext. 0., or visit our website at
http://www.quality.org/webdebit/ASQckcc.htm
You do not have to come to the dinner to hear the speaker.

ASQ SECTION 0511 DINNER MEETING SCHEDULE

January 13, 1999

Presentation: 'Conflict for Fun and Profit' How to make conflict constructive, rather than destructive.

Speaker: Frank Blechman

Frank Blechman is Field Coordinator for the Applied Practice and Theory Program of the Institute for Conflict Analysis and Resolution of George Mason University. In that capacity, he directs, monitors and supervises fieldwork conducted by faculty and students. Presently, he directs teams studying racial and ethnic conflict in schools and worldviews in environmental policy dialogues.

Formerly an Associate of the Conflict Clinic, Inc., he has extensive experience in conflict research and analysis, conflict intervention, mediation and conciliation of public issues, designing conflict-resolving processes and systems, and providing training in conflict resolution to policymakers, public and private officials and citizen leaders. **–QM**
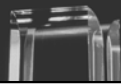

February 10, 1999

Presentation: TBD Speaker: TBD

Section Notice

On November 23rd, the Executive Board regretfully accepted the resignation of Norm Hills, our section Chair-elect, who is returning to live in New England for family reasons.

The Chair, with the concurrence of the Executive Board, has appointed Don Burke, our current Secretary, to

President Clinton Announces 1998 Baldrige Quality Award Winners

The President announced the winners of the 1998 Malcolm Baldrige National Quality Award. Three companies – Boeing Airlift and Tanker Programs, Long Beach, CA; Solar Turbines, San Diego, CA; and Texas Nameplate Co. Inc., Dallas, TX – are being honored for their achievements in performance excellence.

 "As America's standard for business excellence, the Baldrige Quality Award has become a driving force in helping U.S. firms achieve leadership in the world's competitive marketplace," the President said. "I congratulate the 1998 Baldrige Award winning companies for their commitment to and agressive pursuit of excellence, and for their outstanding achievements in every aspect of their businesses."

The Malcolm Baldrige National Quality Award was established by Congress in 1987 to enhance U.S. competitiveness by promoting quality awareness, recognizing quality and business achievements of U.S. companies, and publicizing these companies' successful performance.

Starting in 1999, non-profit educational organizations and health care providers will be eligible to apply for the award. The program is managed by the Commerce Department's National Institute of Standards and Technology in conjunction with private industry. Screening of applications for the award is conducted by leading U.S. quality and business experts.

For further information, contact: Jan Kosko janice.kosko@nist.gov, National Institute of Standards and Technology, 301-975-2762. **–QM**
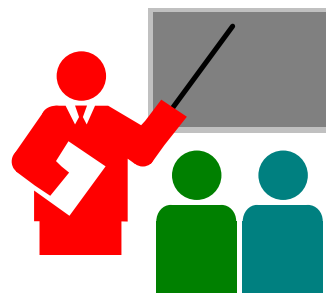
Linking Process Level and Organizational Level Performance Metrics

By Bob Wise, Ph.D.

Preface: The November meeting of the ASQ Section 0511 Study Group on Measuring Organizational Performance (MOP Group) was devoted to a presentation and critique of a paper that I will present at the upcoming Eleventh Annual ASQ Quality Management Conference in Charlotte NC, January 20-22, 1999. The MOP Group members in attendance were blunt as well as helpful in improving their moderator's presentation. Below is a summary of my paper for Section members. Your comments are welcome.

The measurement of organizational performance is increasingly being recognized as a critical management tool in achieving higher levels of quality, effectiveness and productivity in organizational performance. At the work **process level**, performance metrics are used in the short run to monitor processes for *conformance to performance requirements* from customers and process owners. At the **organizational level**, performance metrics are used in the longer run to determine whether *strategic goals* are being achieved. By linking the

two levels of performance metrics, the organization can increase the probability that the short-term results of its many work processes will contribute to its long-term strategic priorities and that, over time, "everyone will be pulling in the same direction." The popular term for this desirable and rarified organizational state is "alignment."

Distinguishing between strategy and process is important to the organizational alignment problem, because it is possible that each work process could be meeting its requirements and achieving its intended results while the organization is not achieving its longer-term goals. The efforts of process owners may not be coordinated and may not be directed toward the strategic goals. Aligning process-level and strategy-level metrics can result in a higher performing organization because the parts (work processes) are better coordinated with the whole (organizational strategy).

How do you link process level and organizational level performance metrics? Building an effective performance metric system is not as hard as many organizations make it. Many organizations have struggled to build a performance metric system. Few have succeeded. The common complaint is that the metrics in these systems are not relevant or useful, and it is true that most metrics in most organizations are not used. Many organizations

> **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 and ask to the 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!**

experience the condition of being "data rich and information poor." The reason for this is that linking organizational measures is too often seen as a measurement problem and that the challenge is to align the measures. This approach is ill conceived.

The only effective basis for organizational alignment is found in the organization's purposes, that is, its goals, not its metrics. Thus we can ask, Is the organization's strategic plan the proper basis for alignment? It should be but, unfortunately, most strategic plans are not up to the challenge. Their goals tend to be "lofty" and unmeasurable and as a result, the plans do not command the necessary joint accountability among top leadership and do not communicate effectively to employees. It is a widely known secret about strategic plans that few are effectively implemented.

An effective tool for alignment is available. Many organizations have been taken by the Balanced Scorecard approach to strategic goal development and deployment (Kaplan and Norton, **Harvard Business Review**, January-February 1996). In this approach, top leadership organizes its strategic goals into a Scorecard composed of four "perspectives"—Financial, Customer, Internal Process, and Learning and Growth with no more than 4-5 goals in each perspective. Each goal is then assigned one or more performance measures. If a way to measure a goal cannot be identified, then that goal cannot be put on the Scorecard.

Next, the cause and effect relationships among the four perspectives are identified and this set of relationships becomes the organization's "strategy for success." The Balanced Scorecard, in effect, is a translation of a strategic plan into limited set of linked, focused, measurable strategic goals that clearly communicate the strategic vision. The Scorecard is then "cascaded" down into the organization and each division, department, team, or other operating unit develops its own Balanced Scorecard that shows how its operating goals link to the organizational goals and how it will measure its own goals.

My experience facilitating many Balanced Scorecard sessions (some 14 at last count), both in the public and private sectors, suggests that the advantages of this approach are its ease of understanding, its approach to participation at each level of the organization, and its flexibility in adapting to varying operating priorities throughout the organization. In the interest of distilling and sharing this experience, I offer the following five-step method for aligning organization-level and process-level performance measures:

1. At the **organizational level**, top leadership develops a coherent organizational strategy made up of a limited set of measurable strategic goals that link internal systems and processes to external results.

2. Top leadership deploys the strategic goals and measures down to each **process level**, one level at a time, asking each operating unit at each level how it will contribute to the organization's strategic goals and how it will measure its contribution.

3. At each level, managers and subordinates negotiate and **finalize the alignments** of performance goals and measures between their levels. Here is where alignments of process level and organizational level metrics are worked out.

4. Once the vertical linkages to the strategic goals are identified throughout the organization, a representative group meets to identify which metrics are to be **aligned vertically across the organization**. It is not necessary to vertically align all process level metrics in the organization, only those that support the organization's strategy.

Robert Wise, the MOP Study Group Moderator, 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**

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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Association for Quality and Participation, Chesapeake Chapter

Upcoming Chapter meetings and events:

February 2   Johns Hopkins University Applied Physics Lab, Howard County Room, Laurel

March 2   Department of Agriculture, Annapolis

April 6   To be announced

May 6   Chapter Spring Conference, Johns Hopkins University Applied Physics Laboratory, Kossiakoff Center, Laurel

Everyone is invited to attend the Leadership Team Meeting to learn more about the chapter. For more information, call the AQP Chesapeake Chapter Hotline at 410-342-4909, visit www.jhuapl.edu/aqp or write the chapter secretary at AQPEmail@aol.com.

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Association for Quality and Participation, Cumberland Valley Chapter

For more information call Thelma Diehl 717-267-7912 or Marian Witherow 717-762-9699.

Next Meeting of the Cumberland Valley Chapter AQP: Thursday, February 4, 6p.m., Holiday Inn

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Chesapeake Bay Organizational Development Network

Upcoming CBODN Meetings and Events

January 30   CBODN Annual Conference   "Breakthrough 99:
        Overcoming Organizational Resistance"
        George Mason University
         Featured Keynoters: Rick Mauer and Pat Clark Battle

February   "Marketing Your OD Practice"
        Judy Vogel and David Glaser

March   "Challenges in Evaluating OD Intervention Effectiveness"
        Betty Myers

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Quality Assurance Association of Maryland and Information Audit and Control Association

For more information or to register, please visit the QAAM home page at www.iti-inc.com, click on the QAAM icon. Or contact Eve Firmani at 301-352-6442 or Susan Burgess at 301-352-6449.

Upcoming Meetings in 1999:

January 12   "Expectation Project Management", Douglas Clark, Metier, Snyder's Willow Grove

February 16, March 16, April 20 & May 18 - To be announced.

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Wednesday, January 6 - AQP Capital Chapter

Topic: "Coaching: A Growing Consulting Practice"

Speaker: Dr. Cindy Roman

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

Capital Chapter meetings are conducted on the first Wednesday of odd months.

March 3   Chapter Conference, "Navigating the High C's: Change,   Coaching, Communication, and Creativity"

April 7   "Facilitating the Focus Group Process"
         M. Kathleen Joyce

June 2   "The Human Perspective of Business Process
            Reengineering"
            Janet Spinks

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Thursday - Sunday - January 14 - 17 - International Association of Facilitators

Conference: "The Art and Mastery of Facilitation: Weaving
             Heritage & Innovation"

Where: The Williamsburg Marriott, Williamsburg, VA

Cost: By 12/1   - Members $295, non-members $450,
             Conference and one-year membership $395

             After 12/1 - Members $345, non-members $500,
             Conference and one-year membership $445

For more information visit www.iaf-world.org/conf99 or call 612-891-3541.

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Wednesday - Thursday, January 20-22 - Advanced Learning Institute

Conference: "Developing and Using Output & Outcome Measures for
             Results in Government: How to Drive Performance and
             Strategic Plans Through the Right Mix of Measures"

Where: DoubleTree Park Terrace Hotel, Washington, DC

Cost: From $995

For information call 312-362-9100 or visit info@aliconferences.com

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Wednesday, January 27 - AQP Capital Chapter Facilitators Workshop

Topic: "Understanding the Government Performance and
         Results Act"

Speaker: Wayne Vick

Where: US General Accounting Office, 441 G Street, NW,
         Room 2N30, Washington, DC

When: 8 - 9 a.m.   Networking/Registration
             9 - Noon   Program

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

Series 2.   Government Performance and Results Act - directed by
         Wayne Vick

February 24 "Measuring Progress to Success" - Becky Roberts
March 24   "Performance Planning & Reporting" - Peter Kant

Series 3.   Delivering Exceptional Customer Service - directed by
         Joe Willmore

April 28   "Analyzing the Customer Service Cycle" - Lea Edwards
May 26   "Measuring Customer Service" - Dr. Robert Wise

June 23   "Designing Customer Service Systems for Service
                 Recovery"- Joe Willmore

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Tuesday - Wednesday, February 23-24 - International Quality and
Productivity Center

Seminar: "Implementing the Balanced Scorecard in Government
                 Agencies: Launching and Managing the Most Powerful
                 Performance Measurement System Developed"

Where: Hyatt Regency Crystal City, Arlington, VA

Cost: From $1195

For information call 1-800-882-8684 or visit www.iqpc.com.

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Monday - Wednesday, March 29-31 - Association for Quality and
Participation

Conference: "Leadership 2000: Best Practices in Organization and
Team Performance"

Speakers include: Tom Peters, Peter Block, Diane McFerrin Peters,
and Robert Lutz.

For more information call 800-733-3310 or visit
www.leadership2000.net
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Monday - Wednesday, April 26 - 28 - National Institute for Science
and Technology

Event: Quest for Excellence XI - The Official Conference of the
               Malcolm Baldrige Award

Where: Washington, DC

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ISO 9000 User's Group sponsored by American Society for Quality
(ASQ) Section 509

For more information contact Carolyn Frank at Cfrank@issinet.com

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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**

American Society for Quality, Baltimore, Section 502

For more information, call the Section's voice mail, 410-347-1453,
write Asq0502@quality.org, or visit
www.quality.org/ASQC_Sections/Section_0502/index.html

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Washington Deming Study Group

Next meeting will feature Dr. William O'Neill. Date and location TBA.

For more information contact Patricia Clark at 202-663-7585 or Kate
Fenton at 703-415-1011.

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American Society for Quality, Washington, Section 509

For more information contact Joe Ludford at 301-870-5691 or
jludford@radix.net

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The Maryland Center for Quality and Productivity

For more information about Senate Productivity and Maryland Quality Awards, call 301-403-4413, or visit www.bsos.umd.edu/mcqp

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Reinvention Express Calendar

Visit the reinvention express calendar for information on additional events at www.npr.gov/calendar

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The Northern VA ISO 9000 User's Group meeting, sponsored by ASQ Section 0511, is held, on the third Thursday each month 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 back of the building and enter through the back door. For more information, please contact the ISO 9000 Chair Quentin Conroy, by Section Email: ISO9000@asq0511.org or (703)329-4455. **–QM**

> The next issue of **QualityMatters** will be March1999.
>
> The deadline for submissions is February 12.

ATTENTION!, ATTENTION !

Members are encouraged to participate in all Section 0511 activities. This includes providing articles and information to the Newsletter, serving on committees and being Board officers. This is your opportunity to make the Newsletter informative with items you think are important. Committee chairs are always in need of new ideas and assistance. Board meetings are held on the first Thursday of the month and dinner meetings on the second Wednesday. All members are encouraged to participate. Attendance and participation in these meetings and committees is acceptable for recertification credit. If you want to improve Section 0511, the opportunity is there. Let us hear from you! Contact any Board or Committee member.

What Is Certification?

Certification is formal recognition by ASQ that an individual has demonstrated a proficiency within and a comprehension of a specified body of knowledge at a point in time. It is peer recognition and not registration or licensure.

- **Quality Engineer Certification**
  Designed for those who understand the principles of product and service quality evaluation and control.

- **Quality Auditor Certification**
  Designed for those who understand the standards and principles of auditing and the auditing techniques of examining, questioning, evaluating, and reporting to determine quality systems adequacy.

- **Reliability Engineer Certification**
  Designed for those who understand the principles of performance evaluation and prediction to improve product/systems safety, reliability, and maintainability.

- **Quality Technician Certification**
  Designed for those who can analyze quality problems, prepare inspection plans and instruction, select sampling plan applications, and apply fundamental statistical methods for process control.

- **Mechanical Inspector Certification**

Designed for those who, under professional direction, can evaluate hardware documentation, perform laboratory procedures, inspect products, measure process performance, record data, and prepare formal reports.

- **Quality Manager Certification**
  Designed for those who understand quality principles and standards in relation to organization and human resource management.

- **Software Quality Engineer Certification**
  Designed for those who have a comprehensive understanding of software quality development and implementation; have a thorough understanding of software inspection and testing, verification, and validation; and can implement software development and maintenance processes and methods.

1998 Salary Survey*	Without ASQ Certification	With ASQ Certification	$Value
Quality Manager	$58,295.00	$69,688.00	$11,393.00
Quality Engineer	$49,511.00	$56,367.00	$ 6,856.00
Quality Auditor	$41,033.00	$49,429.00	$ 8,396.00
Mechanical Inspector	*	*	*
Quality Technician	$33,994.00	$34,947.00	$ 953.00
Reliability Engineer	$49,511.00	$69,130.00	$19,619.00
Software Quality Engineer	$49,511.00	$56,367.00	$ 6,856.00

*ref: Quality Progress Salary Survey, November 1998, reported no significant change in salary.

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.

CERTIFICATION INFORMATION

The following information about current ASQ Certifications, is available on line from the ASQ Headquarters web page at, http://www.asq.org/standrect/certification/
     Requirements
     Body of Knowledge
     Study Guide
     References
     Exam Registration On-line
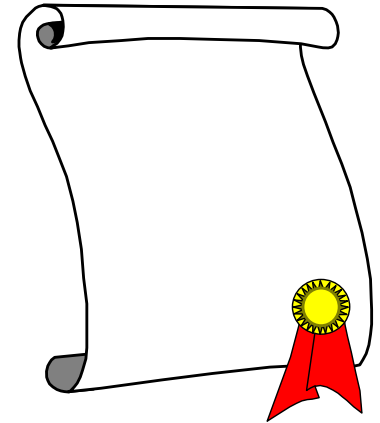
REFRESHER COURSE SCHEDULE

The following is the schedule for Northern Virginia Section 0511 Refresher courses:

Class	Start Date	Application Deadline	Exam Date	Location	Instructor
CSQE/CRE/CQT/CMI	Dec 15	Jan 8	Mar 6	NEC	Hendrix
CQManager	Dec 15	Jan 8	Mar 6	NEC	Hutchison
CQA/CQE	Apr 6	Apr 9	Jun 5	NEC	Hendrix

REFRESHER COURSE REGISTRATION

Registration occurs at the first class, however, preference is given to those who sign up ahead of time. To pre-register, contact:

|		
Frank Hutchison	703-425-5192	HutchisonFE@asqnet.org
Don Hendrix	703-803-3330	Education@asq0511.org

CLASS LOCATION

The ASQ Section 0511 classes are taught at the
>NEC America Building
>14040 Park Center Road
>Herndon, VA 20171

COST

The cost is $275 for the course and $75 for the text (Quality Council of Indiana Primer) which totals to $350.00 per student. Students are responsible for registering for the exam with ASQ Headquarters prior to the deadline.

CLASS START-FINISH TIMES

Classes are scheduled one evening per week for 3 hours starting at 6:30pm and lasting from 8 to 12 weeks (see schedule).
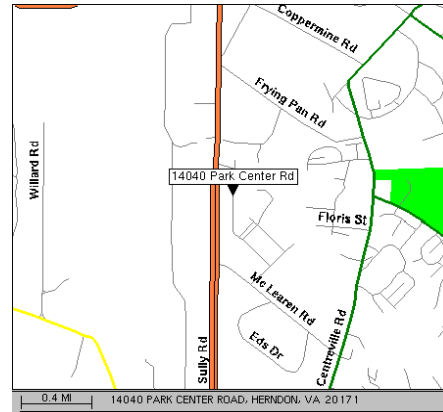
INSTRUCTORS WANTED

ASQ Section 0511 is looking for persons interested in teaching certification refresher courses. Instructors earn certification points for instructing, get to provide hands-on experience to students, and tune up their presentation skills. Compensation (monetary) will be provided, dependent on experience. Please contact Don Hendrix or Frank Hutchison if interested.

Certification training at Qwest - This is not the same as the ASQ Section 0511 class (although the materials are the same). The training is during the noon-hour and covers the CQManager, CSQE, and QAI's CQA (Certified Quality Ananyst) exams. These are held at the Qwest office - 4250 N. Fairfax Drive, Arlington, VA, from 12:00 - 1:00 2-3 times per week from November to March 1999. The cost is to-be-determined. To register for this class, contact (sue@quality.org or sue.mcarthur@qwest.net) or Marie Rondot (marie.rondot@qwest.net).

HAPPY NEW YEAR!

American Society for Quality

ASQ ™

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