CHAIR'S CORNER

Steve Prevette
Fluor Hanford
Chair, ASQ Section 614

Spring finally appears to be here – now to just shake off the rain.

Quite a bit of news this month for the section. We had a good turnout for the April dinner meeting. The presentation was lively, with a good question and answer discussion at the end. Milton J. Kowalewski, Jr., ("JR") from Hermiston attended – he is the chair of the Environmental Division and gave a brief presentation on the Division. He also has offered to lead certification training courses, especially for the CQE.

At the end of March, I held the two day Performance Measures and Statistics class at the Red Lion in Richland. We did have twelve attendees, and raised more than $2,000 for the Section. We've included the article from the Fluor "FYI" in this newsletter.

Our section has achieved "Silver" recognition with ASQ. You'll see the new logo at the top of this newsletter. To reach this level, we needed to complete Section Basics and also be above the ASQ overall average in two of the three measures that ASQ keeps.

We are well on our way to completing the Section Basics requirements for next year. I have registered the results of our officer election with ASQ Headquarters, in addition, Howard Rew has volunteered to be our Audit Chair, which is a mandatory position. Each summer, and audit of the Section finances must be performed and submitted to ASQ Headquarters. Section Basics also requires us to hold a Section Meeting on a technical topic at least once per quarter, and to conduct quarterly planning sessions.

Our Section quarterly planning meeting was held on April 12, 2007 at the Shilo. Howard Rew, Rich Higgins, and myself were in attendance. Jo Haberstok supplied some email notes and questions. Appetizers were Nachos and Potato Skins. We did decide to continue meeting in the Shilo. Jo will negotiate a contract for next year's meeting. Dennis Arter will "represent" the section at WCQI. We'll get named in the list of the Silver sections. The consensus was that I should go to the October ASQ Planning Session in Milwaukee, especially since we had the influx of money from the Stats training. However (late news) looking at the dates (September 23 through 25) I will not be able to attend due to a conflicting presentation at the Washington State Governor's Safety Conference that week.

There is a meeting this fall titled *Ideas to Action Gathering* of ASQ member leaders this fall. This is a follow-on to the October 2005 Member Value Leadership Summit and the April 2006 Member Leader Interchange.

This session will be held 5 p.m., September 23, 2007 – Noon, September 25, 2007 at the Four Points by Sheraton Milwaukee Airport Hotel, Milwaukee, WI. The section will pay the expenses for one person to attend. If you are interested, please contact me.

Chair's Corner (Continued)

For the *Ideas to Action Gathering*, ASQ is inviting current and future leaders of the organization to join us to:

- Learn what we've already been doing as a result of these previous events and join these efforts in action and in spirit.
- Participate in creating a new system of training and education.
- Define and commit to implementing additional ways we can work together and individually to enhance member value and involvement in Society activities.
- Grow and strengthen the Member Leader Community that has emerged out of these events.

Programs for 2007 – 2008. The new season will be upon us sooner than you think. My how time flies. Jo Haberstok did a great job this year putting together the program plan for the year. However, she can't do this job alone. We still would love to have someone volunteer as Programs Chair, and for folks to join in on suggesting and lining up speakers and road trips for next year. If you'd like to contribute to another fine year of Section events, please volunteer – you may contact Jo or I. And this is a great opportunity for folks outside of the Tri Cities who would like to contribute. The section will reimburse for any necessary phone bills and postage for the effort.

- Steve Prevette

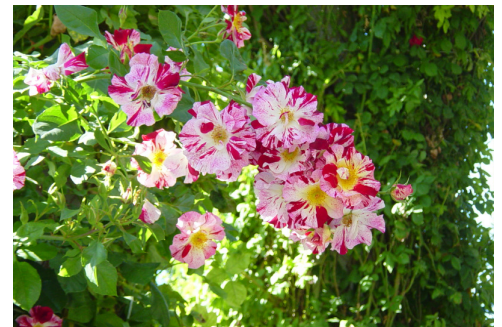## VICE CHAIR'S "MAY FLOWERS" CORNER

Jo Haberstok
Fluor Hanford
Vice Chair, ASQ Section 614

April flowers…bring May flowers. It's Spring! Finally! Even though we had a fairly mild winter this year, it seemed to me like the next season was never going to arrive. The weather just kept teasing us … there would be a near record-breaking high one day (time to move the short sleeved tops to the middle of the closet), and then the next morning might find me scraping ice from the windshield of my car before leaving for work (where did I put that heavy sweater?). And it doesn't help that my office always seems to be vying for status as a cold storage facility!

This picture is one I took at Manito Park and Gardens in Spokane last year – it's a great place to enjoy the beauty of flowers.

I like Spring. A lot. I enjoy watching flowers and vegetables as they are just starting to grow. The bright colors of tulips, pansies, petunias, dianthus, and other flowers, shrubs and trees as they begin to grow and flourish bring a smile to my face.

Through lifelong learning, networking, and working with and communicating with others, we too can grow and flourish, just like the flowers in a garden. We are never too old to learn something new - to open our minds to new ideas through reading, or starting a new hobby, or widening our circle of friends.

Here is my quality challenge to everyone who is reading this: Plant a few seeds this month …water lightly every few days … give them a little sun … (a little positive talk won't hurt either) … and then watch those flowers – and yourself – bloom and grow!

Vice Chair's "May Flowers" Corner (Continued)

As a member of your leadership team for Section 614, I want to encourage everyone to take advantage of the many opportunities available for growth and learning. As a section, we try to provide a variety of topics at our section meetings, as we know that our members have different needs. Some of you may be just starting out in your chosen field of work, while others may be about to retire (some of you already have!) and want to pursue more personal interests at this time in your life. For some, you may be very interested in specific quality tools or processes, some are looking for ways to help your company or organization establish quality systems, programs, or training, and others of you may want to learn some new skills that will help you advance in the workplace. Please be sure to let us know if there is something specific that you would like more information about. There are a number of resources (articles, referrals to others) also available from ASQ national.

In closing, a couple of my favorite quotes related to flowers … and life.

"All the flowers of all the tomorrows are in the seeds of today." - Indian Proverb

"We can complain because rose bushes have thorns, or rejoice because thorn bushes have roses." - Abraham Lincoln

Jo Haberstok

EDITOR'S CORNER (or perhaps a just a piece of corner, a cornerlet if you will…)

We are moving to a new age in the delivery of this newsletter. In the near future, the newsletter will not be distributed by either e-mail or snail mail. The newsletter will be posted on our website at www.asq614.org. This will save quite a bit on postage, and a lot of bounced e-mails. I hope this will cause no inconvenience to anyone.

Regards,

Rich Higgins

BUSINESS TIP OF THE WEEK

"How can organizations avoid a proliferation of disconnected teams? They need to adopt a new philosophy toward teams. This philosophy is built on two prerequisites:

1. *Teams must support customers, systems, and improvement.* The business world is changing from an era focused on individuals, hierarchy, and control to one focused on customers, systems, and improvement. The team philosophy must reflect this new focus.

2. *Teams must not only support the system, they must also be a system.* Just as the net value of a team should exceed the sum of its individual members (this is called synergy), the net value of all teams in an organization should exceed the sum of the individual teams. Synergy and interdependence should exist not only within teams but across teams. There needs to be a system of teams—an interacting network of efforts that operate in sync toward common purposes. This requires a different mode of leadership by management."

—From "Teams in the Age of Systems" by Peter R. Scholtes

Tuesday,
May 10, 2007

LOCATION:
Shilo Inn
50 Comstock
Richland Washington

5:30 p.m. - Check in/Networking
and no-host cocktail service
6:00 p.m. – Dinner
7:00 p.m. - Presentation

DINNER BUFFET:

The Chef and crew at O'Callahan's
Restaurant always provide a great –
and varied – buffet dinner for us at
the Shilo Inn.

This usually includes two entrée choices,
plus accompanying vegetable, a number
of tasty salads, and a vegetable and/or
fruit tray. Your choice of coffee, tea or
decaf is included with dinner.

And don't forget to save some room
for dessert!

Cost:
$ 17 ASQ members
$ 20 non-members
$ 5 presentation only

Reservations are requested by
May 7. Send an email to
prevette@owt.com with your name,
phone number, company affiliation, and
type of reservation, or call Steve at 373-
9371.

NOTE: All no shows will be billed unless
canceled 48 hours in advance.

For more information about ASQ, our
section, and other upcoming events, be
sure to check our web site at
www.asq614.org/.

"QUALITY FOCUS = QUALITY RESULTS"

A Formula for Continuous Improvement & Success at Schweitzer Engineering Laboratories, Inc.

SHEILA HORN
Quality System Manager

Schweitzer Engineering Laboratories, Inc. (SEL) was founded in 1982 in the basement of Dr. Edmund Schweitzer's home in Pullman, Washington. Since then, the company has worked closely and carefully with its customers to make electric power safer, more reliable, and more economical. The company now employs nearly 1200 people in more than 50 locations around the world and sells products in over 100 countries. SEL is the recipient of several prestigious awards, including "Most Innovative Supplier" (Energex, 2002), and the Washington State Quality Achievement Award (WSQA).

SEL introduced the world's first digital relay in 1984, revolutionizing the power protection industry by offering fault locating and other features for a fraction of the cost of earlier systems. In the years since, they have grown and developed a complete line of products for the protection, monitoring, control, automation, and metering of electric power systems.

The company systematically aligns its focus on the future through its mission, vision, values, supporting operating principles, and strategic planning process. Senior leaders create a work environment that values employees and promotes personal and organizational learning. Their continuous improvement effort is based on the principles of management by fact and supported by its Identify, Measure and Improve process methodology. SEL is certified to the ISO 9001:2000 Quality System Standard.

Because the company is headquartered in Pullman, Sheila Horn is bringing SEL to us! Join us Thursday, May 10, for a virtual tour of Schweitzer Engineering Laboratories, Inc. You will have an opportunity to experience the SEL manufacturing process and learn more about the company's quality processes and tools/techniques, products and management philosophies.

About the Presenter:
Sheila Horn, SEL's Quality System Manager, has worked there for 12 years. She graduated from Washington State University, with a B.A. in Business Administration and an emphasis in Management. Prior to joining SEL, Sheila worked for the U.S. Forest Service. She served on the WSQA board of examiners and WSQA judges panel, and for the past two years has served on the Baldrige Board of Examiners.

THE DEVOLUTION OF QUALITY

Roderick A. Munro, Ph.D.

Over the years, most organizations have used slogans to encourage people, whether they're managers or shop floor workers, to improve the quality of their work: "Quality is whatever the customer says it is," "Quality is everyone's responsibility" and "You can't inspect quality into a product or service" are three common examples. What about your organization? Any company that's been around for a while has collected enough slogans and quality data for a book, or at least a technical paper. You know, actually writing that book might be a good exercise to help CEOs understand the evolution of their companies' culture and quality systems while they've been at the helm.

That evolution isn't always good. Think about it this way: At any point in your organization's history, have the products or services it provides been truly outstanding? I'm not just talking about meeting customer expectations, but been truly exciting. For many organizations, an objective answer would be, "Yes… but… um… maybe not at the moment."

How did that happen? What factors lead to customers extolling your product or service, and what's caused your customers to think of your products or services differently today? Has anything changed in your organization?

This last question is how I start any problem-solving activity. Usually, when a group gets together, it's to create something that works for a particular purpose or need at hand. That's also how many companies start. But what happens over time? How do we start out with a great product or service, a vision of quality that permeates the organization, but over time end up producing lackluster products?

Do you remember the old telephone game? You sat in a semicircle with a group, and the person at one end whispered some phrase to the next person, who whispered the same phrase to the next person, and so on until the last person said the phrase out loud. What happened? Invariably, what the person recited out loud bore no resemblance to the original phrase. Why not? (By the way, if you try this with a group of highly trained and educated engineers during an FMEA training session, they still won't keep the statement straight.) Like that telephone game, the vision and technical approaches to quality have changed over time as they've been passed from the originators, to CEOs, to consultants, to publishers, to public relations people and so on down the line--like evolution, only backwards.

Maybe we need to revisit our quality roots and understand where today's quality ideas and programs come from.

Shift happens

Let's go back to Walter A. Shewhart, the "father of quality." He developed the concept of control charts and demonstrated that common cause and special cause variation exist in every system, and that you could judge how stable a system was with some simple charts or graphs. Ask many managers today if their company's system is stable, and they won't have a clue what you're talking about, never mind being able to use data to demonstrate that stability.

I like to ask people who do understand control charts why they use a sample size of five for typical X-bar and R charts. (Shewhart preferred a sample size of four.) Most people don't know why, but the answer is that during World War II, the U.S. Department of Defense had to come up with a simple way for untrained personnel to measure the quality of the products that they were making. If you take any group of five numbers and add them up, double the sum and then move the decimal point one place to the left, you'll have the average.

By the way, why do we typically check parts once an hour? Because that procedure was simpler for untrained personnel than calculating a true sampling plan, which could have distracted them from actually making the parts.

Today the question should be: "If these two stories are true, then why are most statistical process control software programs still giving us the range instead of calculating the standard deviation?" For that matter, why can't these programs prompt the operator to take a reading, and if that's not possible, perform a measurement automatically, based on the operation's performance history? I thought computers were supposed to help us.

How about flowcharts? A good flowchart should show the basics of what gets done in a system. However, if you ask the top five or 10 people in your organization to independently construct a flowchart of how the organization actually works, what's the probability that the charts will actually match? What if you extended this exercise to include everyone in the organization? My favorite question relevant to this exercise is, "If you could start from scratch using the people you have now, would your system look like it does today?" If the answer is no (which it usually is), then why aren't you, as the manager, moving your organization in that desired direction?

How should a failure mode and effects analysis (FMEA) be used? Any idea of when this technique was first developed? Many people will tell you that the National Aeronautics and Space Administration developed the concept during the 1960s to help the United States get to the moon and back, and it's true that NASA did use what it called the failure modes and effects analysis. But the concept actually was developed after World War II as a means of identifying the risks to a required activity per military standard MIL-P-1629.

What's the purpose of ISO 9001:2000? Many people trace its origins back to the United Kingdom's BS 5750 standard. However, this one goes back to military standard MIL-Q-9858, which Joseph M. Juran discussed in the first edition of his *Quality Control Handbook* (McGraw Hill, 1951). ISO 9001 was first published in 1988, when quality was an end-line inspection process and everything had to be checked against customer standards prior to shipment. As ISO 9001 evolved, it continued to serve as a minimum requirement of what an organization should do to be considered a contender in the world marketplace.

ISO 9001:2000 represented the rise of a more process-oriented approach, and the standard now requires an organization to think about what really satisfies its customers.

However, ISO 9001 represents the bare minimum for a "quality" company. If you truly want to be the best in your particular field, you must apply for the Malcolm Baldrige National Quality Award (which also started in 1988 after its enactment by Congress in 1987) or one of the state-level Baldrige Awards.

Lessons learned

There have been many quality lessons learned over the years that are valuable to revisit. Here are a few:

• *We never learn.* A couple of years ago one top statistician I know joked about reviewing résumés for a position his organization wanted to fill. He ran across a person who was a quality director for a company he'd worked for 20 years before. The candidate claimed to have worked on, and solved, the same problems the statistician solved when *he* worked for the company.

• *Old techniques do work.* Many people of my generation know about quality from the 1979 NBC documentary, "If Japan Can, Why Can't We?" that reintroduced W. Edwards Deming and control charts to U.S. viewers. Today, control charts are rarely used. However, during the early decades of the last century, many organizations proved that these tools work very well.

• *New isn't always better.* When Japan started on its road to continual improvement, it had only used equipment to work with. Many organizations today make great strides in quality while using old technology, but when they switch to new technology, they get into trouble. Deming's famous stunt was to go into an organization and, once in the plant, ask that all the automatic controllers be disconnected and any person who wasn't needed to feed materials step away from the machinery. That way, he could observe what the machines were actually capable of doing before reinstalling only those controllers or automatic devices that really helped to decrease product variation.

• *Take care of your tools.* When I was starting out in quality, an old-time consultant told me that, to be good at our job, it was important to pay attention to two things. They're well known--even listed in ISO/TS 16949:2002--but rarely well executed: Cleanliness and preventive maintenance. Most of the time, simplicity will lead to dramatic results. I was told that if companies focused on these two items, more than 50 percent of their problems would disappear. Now that I'm older and have observed many organizations around the world, I can say that it's true.

• *Employees have to participate in change.* Nearly every manager I talk with immediately states that people dislike change. Do they really? Or do they simply dislike forced change? I point out that if we went to the manager's house and I said that I was going to get it repainted, choosing the colors and methods myself, it might not go over so well. However, if the manager was given a budget and allowed to choose, that would probably work out fine.

• *Keep employees informed.* Why do so many people like to either participate in or watch sporting events? I contend it's because at just about any point during the event, everyone can see the score. What about when they're back at work? When do employees find out how well they're doing? Is it every 12 months or so at their annual review?

Keep it simple

During the late 1920s and early 1930s, Harvard Business School conducted a major study of people who were employed at a place called the Hawthorne Works in Cicero, Illinois. The company was one of the old AT&T plants and at the time operated in conjunction with Western Electric Co.

Many managers have taken classes where they hear about a study of how lighting in a room affects employee productivity, although few connect it with the Harvard study. Remember, Walter Shewhart worked for Bell Labs (another division of AT&T) and had created control charts during the late 1920s, so they were being used at the Hawthorne Works when the study was conducted. Also during the 1930s, a young engineer named Joseph M. Juran worked there, and for one summer an intern named W. Edwards Deming showed up as well.

The study ended up showing less about how environment affects productivity and more about how people interacted with management.

The lesson wasn't lost on the Japanese manufacturers who, after World War II, pored over the literature from this multiyear study. Almost no one in the United States today remembers any of it. The only reference I'm aware of about it that's still in print is Richard Gillespie's book, *Manufacturing Knowledge: A History of the Hawthorne Experiments* (Cambridge University Press, 1993). Yet, this study is partly what led to the Japanese development of quality circles.

I truly believe that quality should be simple. That's one reason I enjoy talking with people about what they've learned over time, especially regarding quality. Pick any quality tool or system in circulation today. Find out how it was started and what it was meant to do. Then look at how it's used today. You might find, as have many organizations, that it's become much more complicated over time, and that people have forgotten its original intent. Don't fall into the trap described by philosopher and social critic George Santayana: "Those who forget the past are doomed to repeat it."

About the author - *Roderick A. Munro, Ph.D., is a business improvement coach with RAM Q Universe Inc., and speaks and writes on various quality and productivity topics. One of his books is* Six Sigma for the Shop Floor: A Pocket Guide *(ASQ Quality Press, 2001), which uses many of the concepts discussed in this article to help explain why and when Six Sigma tools should be used.*

ASQ SECTION 614   UPCOMING MEETINGS

Date	Speaker	Topic
Thursday May 10, 2007	**Sheila Horn** (Schweitzer Engineering Laboratory)	"Quality Focus = Quality Results" A Formula for Continuous Improvement & Success at Schweitzer Engineering Laboratories, Inc.
Tuesday June 5, 2007	**Dennis Arter** (The Audit Guy)	"Process Approach to Auditing"

If your company is interested in hosting a Site Visit or if you know someone who would be a good speaker for an upcoming section meeting (either this year or next year), please let us know.

If you would like to help with next year's programs, please let us know – we are always more than willing to put volunteers to work!!

Contact: Jo Haberstok, Programs Chair (376-9685)

SECTION 614 CONTACT INFORMATION
Please visit the Section 614 web site at www.asq614.org.

Employment

CAREER CONNECTIONS

To be considered for posting in the newsletter, announcements must be submitted by an ASQ member and be of potential service to other members. Announcements may include job postings, training opportunities, or requests for assistance. Due to space limitations, please keep them brief.

2006-2007 Section 614 Leadership Team

Section Chair and Publicity	Steve Prevette	**Audit**	Dave Sandoz
Vice Chair and Programs	Jo Haberstok	**Division Liaison, Web Team Lead, Section Historian, and Examining**	Dennis Arter
Secretary	Howard Rew		
Newsletter Editor and Treasurer	Rich Higgins	**Certification/ Recertification**	Howard Rew

You can find out more about Section 614, including contact information for Leadership Team members, on our website at www.asq614.org.

If you are interested in helping with any of the Section teams, please contact the team lead or an officer. We are always looking for willing volunteers!

WEBSITES FOR OTHER ASQ SECTIONS

Seattle Section (#606):   www.asq-seattle.org

Spokane Section (#619):   www.spokaneasq.org

Southwest Washington – Vancouver Section (#627):   www.asqswwa.org

Portland Section (#607):   www.asqpdx.com

QUALITY QUOTE

Discipline is the foundation upon which all success is built. Lack of discipline inevitably leads to failure. - Jim Rohn

Columbia Basin Section 614
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Richland WA 99352

ASQ
AMERICAN SOCIETY
FOR QUALITY