



COLUMBIA BASIN SECTION 614 NEWSLETTER

*Serving Central and Southeastern Washington
and Northeastern Oregon*



Issue 07-07

July 2007

CHAIR'S CORNER

Steve Prevette
Fluor Hanford
Chair, ASQ Section 614



Cascade Falls, Orcas Island

We've completed another year of programs, and summer has arrived. Thanks to everyone who provided presentations for the Section, and thanks to Jo Haberstok for coordinating the year's events and Robert Boykin for helping out with several meetings. We now take a break until the September dinner meeting, and the start of the 2007 – 2008 season. In order for next year to be a success, we do need help. We'll hold a planning session at 5:30 PM on July 12 at the Shilo Inn restaurant. All are welcome to come and participate, and/or send in your emails with ideas prior to the meeting.

Over the summer, Rich Higgins and Howard Rew will perform the annual financial audit. I believe this year's finances should be in good shape, with the savings from electronic distribution of the newsletter, better attendance at the dinner meetings (coming closer to covering costs there) and the money raised from the two-day statistical training.

I have received enough interest to schedule another two day statistical training in Richland at the end of October. I'll be working up that schedule over the summer, and we'll get out notices in upcoming newsletters.

I did take the two day training to the University of Washington in June. We had a very good turnout, 31 staff of the University of Washington. They appear to be very interested in implementing Statistical Process Control, and systems thinking and Dr. Deming's methods. One comment received an attendee during the closing of the session was that they had not expected the two days to be "a near religious experience". I hope to be able to

make some return visits to UW to help with implementation. My wife (Jennie) and I then went to Orcas Island for a few days. A nice trip, and prior to the summer crowds on the ferries. The picture at the top of this article is from the trip. Please send in your summer vacation trip pictures, and we'll include them in upcoming newsletters.

There will be a meeting of member leaders in Milwaukee WI at the end of September. We are working to send a representative. So far, Dennis Arter and I both have conflicts with the date, but are checking with the section leaders for volunteers. ASQ is focusing upon "member value", and I am very interested in assisting each of you in gaining the maximum value you can from your ASQ membership.

Have a happy summer, we'll continue to send you a monthly newsletter and make updates to the website as we develop next year's schedule. Please let us know about your summer activities – quality professional related, or personal.

- Steve Prevette

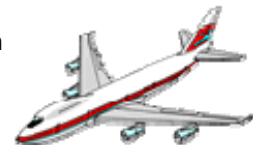
VICE CHAIR'S COLUMN



Jo Haberstok
Fluor Hanford
Vice Chair, ASQ Section 614

It's summer time! For many of us, this may mean vacations, traveling to visit relatives and friends, etc.

Speaking of traveling, I had an interesting experience last summer, so just for fun (and perhaps the somewhat cathartic effect of doing so) I thought I would share with my ASQ friends and colleagues. Who better to understand and appreciate the difference between really good customer service and ... well, read on.



In July of 2006, my partner and I had great plans to attend a large family reunion in the Southern part of the country. Because the dates weren't confirmed until rather late and also because we wanted to save some of our vacation money for later in the year, we ended up booked on a rather long flight to our destination. But, we figured, if nothing else that would help ensure the airlines plenty of time to get all of our baggage transferred along the way.

We flew out of Pasco on a Wednesday evening and were in transit for 15 hours (due to some lengthy layovers in Portland and Chicago). We arrived at our destination at about 10:30 Thursday morning (CDT). We headed to the baggage area to pick up our suitcases and ... they weren't all there. Only one of our three bags had arrived at the final destination! Fortunately for me, the bag that made it had most of my clothes in it - although my dressy outfits, shoes and (almost as important) hair brush, mousse and several other items were in another suitcase. All of my partner's clothing, shoes and toiletries were in the bags that did not arrive. Thus began what we now refer to as our trip to Baggage Hell. (Note: the names of the airlines have been changed to protect, well, I'm not sure what, but I guess I am hoping the carrier we flew with has improved some of their practices since then.)

First, we headed to the Baggage Office by the carousel where the bags come out (makes sense, right?). We were told that office only handles problem with ABC Airlines (which was not the one we traveled on). I remained by the carousel (in the hopes [wishful thinking?] our bags would still appear) while he went back upstairs to search the airport for the OURLines baggage office. A considerable amount of time passed. He finally returned and reported that he filled out a bunch of paperwork, and the OURLines staff had checked around and located our other two bags. They were still in Chicago. However, the agent had assured him everything would soon be on its way, that the luggage would arrive that afternoon and would be delivered to our hotel. We hopped on the shuttle bus to the hotel.

We called the airline again at about 6 that evening to inquire about the status of our bags. The person on the other end of the phone seemed barely able to speak or understand English and refused to let us speak with another associate or supervisor, even though there was clearly a language barrier. The individual just kept reading (over and over) from what must have been the company's "this is the process we follow with lost luggage" script. We were finally able to determine that our suitcases were still in Chicago, but we were assured that they would arrive very early the next morning and be delivered to the hotel right away.

Unfortunately, this did not happen. The calling process went on - and on - with us doing all the calling. By mid-

morning Friday, my partner insisted that a supervisor or manager call back about this matter. He was told that the customer service manager would return the call within the hour. But no one ever called back. We had to keep calling them, only to be told each time what we already knew - that we did not have our luggage. The airline representatives continued to promise the bags would arrive "on the next flight" from Chicago.

Later Friday afternoon we called again. We had to interrupt the representative on the phone as she began to launch into the "this is the process" speech and insist that she just listen long enough to actually hear and hopefully comprehend that one of us was totally without any other clothing, shoes or toiletries. We were finally told that we could go out and purchase a few things (they emphasized "within reason") that they would reimburse us for. We borrowed a relative's truck, drove to a nearby Penney's store and bought a few much-needed items, as we were still expecting our luggage to arrive later that night. We again called the airline that evening, and were told one of the flights out of Chicago had been canceled. Later, they said our bags had not made it onto a plane out of Chicago yet because there were so many *other delayed bags ahead of ours*. (Hello??)

We called again Saturday morning and were told our luggage had finally left Chicago. Great news, right? "So," we asked, "Where are our bags?" After being placed on hold for several minutes, the associate came back on the line and told us that our luggage was now ... (are you ready?) ... now the two bags were in the Charlotte airport! At this point, we spoke with the representative at length and explained that we would be flying home the following morning, so we wanted to be sure the bags would be shipped to the Pasco airport and held for us there. The customer service representative apologized for all the inconvenience and assured us that the bags were being specifically tagged and would be shipped to Pasco and held there as requested.

Saturday was the last night of the reunion. Family members divided up into a couple groups for the evening, with several heading off to spend time at a local casino, while we went with the other group for a night of bowling fun. We returned at around 8 p.m. and went back into the family gathering area at the hotel, where we found some of the other relatives. They seemed very excited. We thought somebody might have won really big at the casino. One of them laughed at that idea and said "Guess what?" Then they all burst out with "YOUR LUGGAGE HAS ARRIVED!!" Sure enough, the missing bags had indeed just been delivered to the hotel while we were out - even though they were supposed to have been routed back to Pasco. We got the rest of our stuff just in time to head up to our room and get a little sleep before flying home early the next morning!

This experience is one that might inspire considerable additional discussion among quality professionals about a number of things – customer service/satisfaction, leadership, teamwork, procedures, training, goals, metrics, etc. (Feel free to discuss among yourselves!)

Being quality professionals (not to mention less-than-satisfied customers), we did, of course, write a letter to the airlines as soon as we returned home. We explained in detail all that had occurred, expressed our expectations as customers, voiced concerns regarding our experience and how we felt things could have been handled better, and even made several suggestions for future improvements. They, of course, wrote back. They basically said they were sorry for the inconvenience and sent us a check to reimburse us for the replacement items we purchased.

By the way, the reunion itself was really great. Lots of relatives, lots of good food, and a lot of fun!

Happy Travels ... and Happy Summer to everyone!

p.s. I can really relate to the comedian in the clip here (hopefully you'll be able to link up to it).

<http://www.youtube.com/watch?v=huzw7NfbIWA>

- *Jo Haberstock*

BARRIER ANALYSIS – PART DEUX

In the last newsletter, I proposed that barrier analysis was the “gold standard” of causal analysis when combined with a sound event and causal factors chart. Oh, the mail I received! Apparently, there are not a few who disagree with my never so humble opinion. I received no fewer than a dozen e-mails, some directly from Section 614 members, and some from other folks who had read the newsletter. The response prompts me to opine once more (one of the few benefits of being the Editor).

An unwanted event occurs because of one of two possible reasons. Either a barrier designed to prevent the unwanted event failed, or a barrier was not erected to prevent the event. Period. End of story.

Too simplistic? As Albert Einstein was fond of saying, “Everything should be made as simple as possible, but not one bit simpler.”

The role of the causal analyst is two-fold. First, the analyst must divine, what could have been done (What physical, administrative, or cultural barrier(s) would have prevented the unwanted event?). Secondly, the analyst must convince management to endorse his or her conclusions and then erect the barriers.

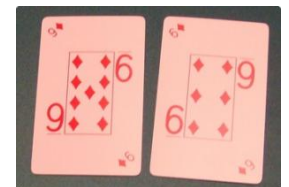
All other analysis tools are simply aids to the analyst in identifying the failed and/or missing barriers. That’s as simple as it gets, but not one bit simpler.

On a quasi-QA note, I am proud to toot my poker horn. I entered Event 3 of the World Series of Poker (WSOP) at the Rio in Las Vegas, and finished 255th out of 2998 players for my first cash at the WSOP.



It was very exciting to play poker with some of the world’s best players. I say “quasi-QA” because I do use some basic QA principles when I play. The Pareto principle works. Now I just need to identify what barriers failed...

The 2007 WSOP organizers introduced a new style of card that confused many players. The cards shown above look easy enough to read, but when a 6 and a 9 were on the table, they looked similar enough to confuse me, and a lot of others. Not only that, the card manufacturer misspelled the tournament director’s name on the back of the cards. As a result, they trucked in thousands of standard playing cards and tossed out the “improved” ones. A basic QA principle was overlooked – Involve the end-user before you roll out a new product.



- *Rich Higgins*

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

“He who asks a question is a fool for a minute; he who does not remains a fool forever.” - Chinese Proverb

PUBLICATION INFORMATION

The ASQ Columbia Basin Section 614 newsletter is published on a regular basis to inform members (and potential members!) about Section 614 activities and other news/information we feel may be of value to quality professionals. To be considered for the next newsletter, input must be received by the 22nd of the month. Publication/Editorial Staff: Rich Higgins (Rich.Higgins@charter.net).

WASHINGTON STATE QUALITY AWARD (WSQA) WORKSHOPS

Introduction to Performance Excellence – 1 Day

This workshop presents an overview of the Malcolm Baldrige/Washington State Quality Award system and criteria. Become familiar with the criteria purpose, uses, and content. Also, gain a greater understanding of Baldrige core values, concepts, and framework. This workshop is designed for people who have had no previous training about the criteria, or who need a quick refresher course. In addition to the general version that uses non-specific examples, industry-related versions also are offered for public sector organizations, health care and educational institutions

August 29, 2007 or November 12, 2007

Location: Baldwin Resource Group, Bellevue WA

Preparing and Applying for the WSQA – 1 Day

(Prerequisite: Introduction to Performance Excellence OR previous Baldrige experience)

The Washington State Quality Award criteria are a proven approach to improving customer satisfaction and the effectiveness and efficiency of organizations. This workshop is designed to assist organizations that desire to complete an award application. You will receive tips, tools, techniques, samples, and start to finish processes that will lead to a completed application. At the completion of this workshop you will have a step-by-step method for mobilizing your organization to fully address the criteria requirements and prepare an award application.

September 19, 2007

Location: Seattle Area – TBD

Baldrige Case Study – 2 Days

(Prerequisite: Introduction to Performance Excellence or previous Baldrige experience)

The Washington State Quality Award Program has created a special version of our standard examiners' training course. This workshop provides an in-depth review of the criteria for performance excellence, including analyzing a case study that simulates an award application. Participants learn how to apply the scoring guidelines, conduct consensus reviews, and prepare written comments. This workshop is designed as a follow-up to the "Introduction to Performance Excellence" course.

July 24-25, 2007

Location: Employment Security Department, Olympia
or October 25-26, 2007

Location: Seattle Area – TBD

To register, visit <http://www.wsqa.net/workshops> and click on the registration link next to the workshop.

WSQA

Path to Performance Excellence

www.wsqa.net or e-mail wsqa@wsqa.net

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LEADERSHIP TIP OF THE WEEK

Six Habits of Great Change Leaders

Leading change is particularly challenging for any leader. Here are some habits of great change leaders, and suggestions for putting these habits into practice in your organization.

- 1. Provide an Inspiring Mission and Clear Direction**
Know the value of creating a mission and direction that everyone understands and can follow.
- 2. Hire the Best People**
Top performance comes from top people. Work to hire the best people possible.
- 3. Build a Strong Leadership Team**
Have a strong guiding coalition. It's virtually impossible to lead significant change on one's own.
- 4. Get Out of the Way**
Communicate the company vision and direction clearly, ensure that people are committed, then empower people to take independent action and make decisions.
- 5. Communicate Regularly**
Be visible when things are going well and then remain visible when times are bad.
- 6. Reward and Recognize the Right Performance**
Great change leaders know that reward and recognition have to be consistent with vision and direction.

by Dr. Jane Adler and Dr. Robert Karlsberg, [The CEO Refresher](#)

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.

2007-2008 SECTION 614 LEADERSHIP TEAM

Section Chair and Publicity	Steve Prevette	Audit	Howard Rew
Vice Chair, Programs, and Publicity	Jo Haberstock	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!