

CHAIR'S CORNER – Collaborative Working

by Denise Clements

Some of our members have requested meetings/topics that focus on communications, teamwork, and problem-solving tools. I'd like to discuss some activities from the ISO 44001 Collaborative Working standard that may help with communication and teamwork. This standard is all about communication to build strong team working relationships for successful project execution.

Some keys to a collaborative working approach are:

- Develop a plan for collaborative working (communication plan) in your proposal phase
- Identify a Collaboration Manager (point of contact) and Senior Executive sponsor for each company
- Define measurable objectives for collaborative working and provide status to a Joint Management Team (JMT) meeting - with performance indicator targets set to enhance value creation and challenge the status quo, pushing for greater value; this includes a focus on performance, cost, and time drivers
- Schedule monthly JMT meetings (or more often, as needed) to review objective status and discuss any issues that could jeopardize the collaborative relationship
- Hold each project team member responsible for notifying others as soon as they are aware of any matter adversely affecting or threatening the project or quality
- Identify and document mitigation actions for risks to collaboration
- Document meeting minutes with actions, due dates, and responsible parties assigned
- Issues arising are not considered negative but instead as drivers for innovation and opportunities to demonstrate the strength of the collaborative relationship
- Promote an integrated delivery type of relationship with clients that focuses on 'One Team' rather than a 'master-servant' approach
- Incorporate lessons learned to achieve continual development and improvement of the relationship and excellence in integrated delivery. Such programs are most effective when they consist of a joint initiative involving all parties bringing together experiences from the life of the project and learning from similar projects within the partner organizations

For more information on ISO 44001 Collaborative Working, this is a good [overview video](#) on the standard. Think about some or all of these approaches the next time you start a new project.

- Denise

Career-Connected Learning: Key to Tomorrow's Jobs

by Matt Hammer - *President of The STEM Foundation Board of Directors*

What keeps business owners up at night? It's probably no surprise that inflation tops the list for Washington employers. But a close second was concern about the lack of qualified workers. It's not a new worry, but one that has been elevated during the post-pandemic period. And, while worker shortages eventually may ease in some occupations, the need for technically skilled employees is only expected to grow.

The International Organization for Economic Co-operation and Development recently estimated that almost one-third of all jobs worldwide will be transformed by technology by 2030. Recent U.S. Bureau of Labor statistics show STEM jobs growing by nearly 11% between 2021-2031, more than doubling the projected 4.9% rate for all other occupations. What's true globally and nationally is certainly true here in our own backyard. To maintain and expand the Tri-Cities' national and regional leadership in environmental, agricultural and health care services, for example, will require developing and broadening the local talent pool.

Career-connected learning (CCL), an educational model for better connecting what happens in school classrooms with what is needed in the workplace, offers an approach to growing more home-grown talent, both STEM and non-STEM-related. CCL brings together schools, post-secondary institutions, and employers to expand potential career pathways, including those beyond the traditional route of a four-year university.

That's why it is exciting to see organizations across the region partnering to create career-focused programs and activities that prepare students for today's and tomorrow's workplaces.

One example: At Columbia Basin College (CBC), the Pathways to Hanford program is designed to support students exploring career choices at Hanford while also gaining insights of company values, types of careers, internship programs, desired skills, and the hiring process. Through the program, students have the opportunity to develop a professional network with Hanford contractors by attending networking events, workshops, and drop-in hours.

Collaborations such as this throughout our community will be critical in developing the skilled workforce of tomorrow. Not only will individual students benefit, but CCL can create sustained economic growth and more equitable career access, according to a three-year research study released in 2022 by global consulting firm Bain & Company.

And maybe business owners can sleep a little easier knowing qualified workers won't always be in short supply.

For more information about The STEM Foundation, click [here](#).

Invitation from ASQ Palomar Section May 10, 2023 Virtual Meeting

DATE:

Wednesday,
May 10, 2023

What is Your Cost of Quality? (Part Two)

This is a virtual/Zoom
meeting.

Time:

7:30 pm – 9:00 pm PDT
(opens for networking at
7:00 pm)

(check website to confirm times)

**Cost: Free for ASQ members
and non-members**

Join Zoom Meeting:

<https://us06web.zoom.us/j/81607472908>

Meeting ID: 816 0747 2908

Any questions? Send an [email](#).

Attendance at this meeting
earns 0.5 RUs toward ASQ
recertification.

NOTE: Be sure to enter your
name and email address in the
chat when you join the meeting
to receive the RUs.

For more information about
Palomar ASQ Section 708, click
[here](#).

For more information about our
local Columbia Basin ASQ
section and future upcoming
events: www.asq614.org/



N.T. “Bala” Balakrishnan, MBA, CQE, CSSBB Professor, Cal Poly Pomona

Cost of quality (COQ) is defined as a methodology that allows an organization to determine the extent to which its resources are used for activities that prevent poor quality, that appraise the quality of the organization’s products or services, and that result from internal and external failures. Having such information allows an organization to determine the potential savings to be gained by implementing process improvements. Quality-related activities that incur costs may be divided into prevention costs, appraisal costs, and internal and external failure costs.

This is Part Two of the presentation that began at the February 8 Palomar meeting. This session will cover:

- Goals vs. actual results for each element of COQ (prevention, detection, appraisal, and failure costs)
- Analysis of trends in each element of COQ
- Reduction in failure cost accompanied by slight increase in prevention cost resulting in overall reduction in total COQ
- A 30,000 feet (above sea level) perspective on what worked, what didn’t, and lessons learned
- Relating the effort for reduction in COQ as it applies to profit and loss (you cannot sustain the system unless it is related to business results)

About the speaker: Professor N.T. “Bala” Balakrishnan has over 40 years’ experience in Industry and Academia, having held several positions as Quality Manager, Manufacturing Engineering Manager in companies including United Technologies, IBM, and 3M Standard Abrasives. He is currently a professor in the Technology & Operations Department, College of Business Administration, California State Polytechnic University, Pomona.

Bala has led Kaizen teams and implemented continuous improvement programs, used Design of Experiments to improve processes, conducted process capability studies, reduced cost of quality, and improved effectiveness of operations using Quality Management software.

Invitation from ASQ Columbia Basin Section May 17, 2023 Virtual Meeting

DATE:

Wednesday,
May 17, 2023

This is a virtual/online (MS Teams) meeting. Log-in information will be provided on the registration confirmation email.

Time:

6:00 pm – 7:30 pm PDT

Welcome & Introductions will begin at 6 pm, followed by the presentation and Q&A

Cost: Free for ASQ members and non-members

To register for this online/virtual meeting, please **RSVP with your name, email, ASQ affiliation (member and section, or non-member), to [Denise](#) by May 15 for planning purposes and to receive RU credit following the meeting.**

Attendance at this meeting earns 0.5 RUs toward ASQ recertification.

For more information about our ASQ section and other upcoming events, visit our [myASQ Community](#) or www.asq614.org/

Building the Workforce of the Future



Deb Bowen
Executive Director, The STEM Foundation

Building a trained workforce is essential to overall quality of life. What happens to quality when an industry - or an entire region - lacks enough skilled workers to drive its economic engine? Whose responsibility is it to plan and invest in future workforce development?

Since 2008, The STEM Foundation has engaged the Mid-Columbia region's top leaders from business, labor, K-12, higher education, and the community at large in initiatives to advance STEM education and career connected learning (CCL) opportunities. The Foundation also designs and scales innovative STEM programming across the state. Impact is leveraged by working as the Southeastern Washington Network for Career Connect Washington, one of nine regional hubs, and the Mid-Columbia STEM Network, one of 11 Washington STEM-led regional networks. The focus is on helping to build a local STEM education infrastructure that enables more local youth to meet ongoing and future demand for STEM-proficient workers.

The STEM Foundation began with a successful effort to design, fund, and build a STEM high school, Delta High School, in the Tri-Cities. A cornerstone of that work was creating and staffing a CCL system, first within Delta High, the only such high school in eastern Washington, and then to share best practices across the region. The Foundation's vision is to ensure the following by 2030:

- 70% percent of Mid-Columbia students will earn a post-secondary credential by age 26
- The STEM-proficient workforce will be nearly 100% home-grown and include a high percentage of groups typically underserved in STEM careers
- Local schools - elementary through university - will be highly regarded as national models for business, labor, and community involvement as well as innovative STEM learning

Join us to learn more about these activities and how you can become part of the effort to inspire our next generation.

About the speaker: Deb Bowen has served as Executive Director of The STEM Foundation since 2014. She began her career in the nuclear industry, serving as a human resources manager during the construction of Energy Northwest's Columbia Generating Station. She became involved in education through leadership on political initiatives and as an adjunct instructor at Washington State University. Deb co-founded the Reading Foundation and served as the Executive Director of Junior Achievement. She has designed award-winning programming, led efforts to raise millions of dollars on behalf of youth initiatives, recruited thousands of volunteers, and engaged broad cross-sector support for equitable opportunities for all young people, especially those furthest from opportunity.

FREE MONTHLY GIFTS FOR ASQ MEMBERS

One of the great benefits of being an ASQ member is a free monthly “gift” of quality-related resources. Each month, a different aspect of quality is highlighted, with a variety of valuable resources and links provided - including e-books, videos, webinars and more.

You can also earn Recertification Units (RUs) for watching ASQ webinars and videos, reading e-books, etc. ASQ had not yet posted the May resources when this newsletter went to press, but they should be available [here](#) soon.

UPCOMING ASQ CERTIFICATION EXAMS

ASQ Certifications are recognized as a mark of quality excellence in many industries. It is important to understand that certification is not a license or registration. It is peer recognition that an individual has demonstrated proficiency in, and comprehension of, a particular quality area at a specific point in time.

ASQ certification is awarded to those who meet the three criteria below:

- 1) Have a specified level of education and/or experience
- 2) Provide proof of professionalism
- 3) Pass a standardized exam in the certification area

Applications are now being accepted for ASQ Certification exams scheduled July 1-31, 2023. The application deadline is June 11 for the following certifications:

- CQT (Quality Technician)
- CQI (Quality Inspector)
- CRE (Reliability Engineer)
- CFSQA (Food Safety and Quality Auditor)
- CMDA (Medical Device Auditor)
- CMQ/OE (Manager of Quality/Organizational Excellence)
- CSSBB (Six Sigma Black Belt)
- CSSYB (Six Sigma Yellow Belt)
- CSQP (Supplier Quality Professional)

You can apply [online](#) or you can download an exam application for mailing or faxing. You will need your resumé and credit card to complete the application. For more details about ASQ certifications (there are 18 different certifications offered), click [here](#).

QUOTE OF THE MONTH

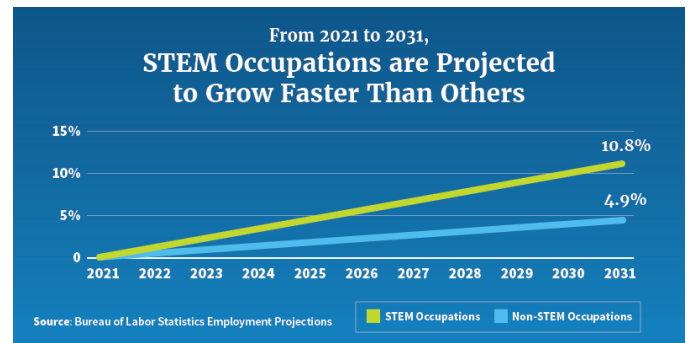
*“If you are not willing to learn, no one can help you.
If you are determined to learn, no one can stop you.”*

~ Zig Ziglar

SCIENCE, TECHNOLOGY, ENGINEERING, AND MATH, INCLUDING COMPUTER SCIENCE

According to the U.S. Department of Education, “In an ever-changing, increasingly complex world, it’s more important than ever that our nation’s youth are prepared to bring knowledge and skills to solve problems, make sense of information, and know how to gather and evaluate evidence to make decisions.”

These are the kinds of skills that students develop in science, technology, engineering, and math, including computer science - disciplines collectively known as STEM/CS. If we want a nation where our future leaders, neighbors, and workers can understand and solve more of the complex challenges of today and tomorrow, and to meet the demands of the dynamic and evolving workforce, building students’ skills, content knowledge, and literacy in STEM fields is essential. We must also make sure that, no matter where children live, they have access to quality learning environments. A child’s zip code should not determine their STEM literacy and educational options.



TOP TRAITS OF TERRIFIC TEAM LEADERS – MAY LEADER LAUNCHER TOPIC

May 9 at 3:00 pm PDT in Kennewick

Often businesses ignore the data showing workplace culture, employee desire for training, and opportunities for advancement as the reason behind the phenomenon of quiet quitting. Address the quiet quitting by meeting their needs. Train your organization’s next generation of leaders. Give them a sense of belonging and ownership.

Leader Launcher is a program designed by Paul D. Casey (Growing Forward Services) that offers monthly meetings/events to help develop practical leadership skills and attitudes in early- to mid-career professionals so they can add more value to their companies and the local community.

Leader Launchers meet every second Tuesday of the month from 3 to 5 pm. A different topic is covered each month. The May 9 session will discuss 11 practical leadership habits for melding a work group into a team, how to hire team players, how to recognize team behavior, and more. Cost for the annual program is \$549. Click [here](#) for more information.

DEMONSTRATING THE FUNCTIONAL RELEVANCE OF QUALITY WITH HOSHIN KANRI

May 9 - Madison ASQ Section Virtual Webinar
4:00 pm to 5:00 pm PDT

Can you demonstrate your functional relevance? How do you prove what you and your team can bring to the business?

This engaging session with presenter JD Marhevko will help participants leverage their skills to demonstrate the strategic relevance of their Quality System through the use of Hoshin Kanri. Learn how to align your strategy to that of the business and then to transform the resultant initiatives into agile, tactical actions. This method is used successfully by multiple types of organizations to achieve benchmark lean systems.

Participants will create a small working sample relevant to their unique business environment. Managers will see how they can visualize, articulate, and execute a plan to meet their lean goals and objectives via Hoshin Kanri.

There is no charge for this meeting. For more information and to register, click [here](#).

CLOVER ISLAND NORTH SHORLINE CELEBRATION & RIBBON CUTTING EVENT

May 12 from 2:30 pm to 4:00 pm PDT in Kennewick

Our April meeting presenter, Larry Peterson, shared information about several activities the Port of Kennewick has been working on in recent years. One of those was making improvements to Clover Island's northern shoreline.

Clover Island has been in the Port of Kennewick's property portfolio since 1942. To complete the most recent phase of its Clover Island restoration and revitalization plan, they partnered with the Confederated Tribes of the Umatilla Indian Reservation, U.S. Army Corps of Engineers, Washington State Recreation & Conservation Office, Benton County, and the City of Kennewick.

The Port of Kennewick Commissioners and staff invite everyone to join them on May 12 to help celebrate completion of these environmental and recreational enhancements, which include:

- Habitat restoration
- Shoreline stabilization
- Extended riverwalk trail
- Scenic viewpoints
- Educational panels
- Four Development parcels

A reception will be held following the ribbon cutting festivities. RSVP [here](#) or call 509-586-1186. For more about the Port of Kennewick, click [here](#).



STAMP OUT HUNGER FOOD DRIVE - MAY 13

Hunger is unnecessary, unacceptable, and starves human potential. Second Harvest is a nonprofit that supplies a network of partner food banks, meal sites and other programs feeding people in need in 21 counties in Eastern Washington and five counties in North Idaho. They believe that everyone has the right to health, and nutritious food is a key ingredient in the recipe for a healthy life, envisioning a world in which every person - regardless of age, race, ability, income, or status - has access to the food they need to live a life full of the activities and people they love.

The National Association of Letter Carriers' annual Stamp Out Hunger Food Drive, the country's largest one-day event of this type, is May 13. To participate, just fill a sturdy bag with non-perishable food items (such as canned soup, canned vegetables, canned meats and fish, pasta, rice, or cereal) and leave it next to your mailbox before the regular mail delivery that day. Your letter carrier will pick it up, and it will be delivered to a local food bank. (If you prefer, you can donate items directly to Second Harvest in Pasco or to another community food bank.)

Your gift to Stamp Out Hunger will help Second Harvest feed people today and provide hope for tomorrow. For more information about Second Harvest, check their [website](#) where you can make a monetary donation, if desired.

LEARNING WITHOUT LECTURES

May 17 HRDQ-U Webinar - 11:00 am to 12:00 pm PDT

It's time to ditch lectures and spend more time engaging your groups in participatory brain-based learning. Understanding the science behind this will also help us to better understand why active learning is critical. In this highly interactive session, presenter Susan Landay will discuss ways to transform your content presentation into engaging, experiential experiences. After you break the ice, can you continue to deliver training that calls upon all five senses?

Participants will learn how to:

- Transform your material into engaging games
- Explore ways to get learners out of their seats
- Develop modules that require participants to speak, think, question, apply, and practice
- Expand your library of ways to get students involved in teaching one another
- Discover tools and techniques to involve learners in digesting and utilizing new information

There is no cost for this webinar. Click [here](#) for more information and to register.

COLLABORATING FOR FUTURE GROWTH AND SUCCESS

Spokane ASQ Section Virtual Meeting

May 18 from 6:00 pm to 7:30 pm PDT

The Northwest is graced with strong industries that share much in common. These include the life sciences, aerospace, and clean energy sectors.

The Spokane section's May meeting features Katrina Rogers, CEO of Evergreen Bioscience Innovation Cluster. This is a state-wide economic development initiative to fill supply chain gaps in pharma and medical devices. It will make state organizations more whole by filling the gaps from a growing and economically attractive Eastern Washington home base. Evergreen Biosciences Innovation will identify and address challenges to deliver world-class pharma and medical products discovery, development, and manufacturing services based on these strengths.

Katrina will share information about innovation clusters, which are formalized, industry-led initiatives that include partners from academia, corporations, capital sources, government, and the entrepreneurial ecosystem. Those involved identify gaps within their respective industries and collaborate to fill those gaps. Dave McCormack of the Clean Energy Supplier Alliance will join the meeting for the Q&A session.

The meeting will begin at 6:00 pm, with a short meet-and-greet session, followed by the presentation. There is no charge.

Zoom link:

https://us02web.zoom.us/j/84310251217?pwd=S0xVVFVaeWp_nRTFnNGtnYVZPY1Ztdz09

Questions? Contact [Janet](#).

PMI-CRB CHAPTER 2023 PROJECT OF THE YEAR GALA

May 19 from 5:30 pm to 8:30 pm PDT in Richland

The Columbia River Basin Chapter (CRB) of the Project Management Institute (PMI) sponsors an annual Project of the Year Award Competition, which culminates with this Gala. The competition recognizes, honors, and publicizes project teams and their companies for superior performance and execution of exemplary project management for projects completed during the year prior to the Awards Gala. Projects of any size, industry type and location within the chapter region are encouraged and eligible to participate.

This year's Gala will be held at the Reach Museum in Richland and includes dinner. Tickets are \$50/person. For more information and to purchase tickets, click [here](#).

SIX SIGMA – IMPROVING COMMUNITIES

May 23 Joint Indianapolis and Montreal ASQ Virtual Section Meeting

3:30 pm to 6:00 pm PDT

As quality professionals, we have seen Six Sigma used to improve productivity, customer satisfaction, and profitability. But did you know that Six Sigma can also be applied to improve the lives of people and of our communities?

One of Indianapolis ASQ section's leaders, Joy E. Mason, has created an innovative entity called the Six Sigma Racial Equity Institute. This uses an unconventional, non-traditional approach to racial equity by leveraging the define, measure, analyze, improve, and control (DMAIC) framework to identify root causes and solutions. It teaches and trains women to be certified Six Sigma Green Belts. The training not only upskills participants, but also exposes Black women to the continuous improvement field, and it engages community stakeholders in a collaborative effort to tackle racial inequities.

Some of the program graduates will join Joy for this virtual meeting and share a high-level overview of their projects. These include an examination of a school district's communication process, an airport's supplier diversity payment process, and more.

There is no charge to participate in this webinar. The meeting will open for networking at 3:30 pm, followed by the presentation. For more information and to register, click [here](#).

OVERCOMING OBSTACLES TO PEOPLE-CENTERED LEADERSHIP

May 23 - St. Louis ASQ Section Virtual Presentation

3:00 pm to 4:00 pm PDT

Have you ever underestimated your influence on others? Do you sometimes fail to recognize the impact you have on people, their work, and their ability to solve problems and thrive?

Whether you hold a formal leadership position or not, you have the power to affect those around you. However, the way you think, speak, and act may not always bring out the best in yourself or those you interact with. This can lead to missed opportunities, strained relationships, and less than ideal outcomes.

This Zoom webinar with Elisabeth Swan will demonstrate what can get in the way of your success and will help participants identify new ways of operating for better success.

There is no charge. For more information and to register, click [here](#).

FAST TRACK TRIZ – INTRO TO TRIZ FOR INNOVATIVE PROBLEM SOLVING

4-Hour Workshop - May 27 and June 10
11:00 am to 1:00 pm PDT on each date

TRIZ is a revolutionary problem-solving method that has helped some of the largest companies solve what were once thought to be “impossible” design challenges. Despite the unusual name, companies like Ford, 3M, Procter & Gamble, Boeing, Motorola, Siemens, and Samsung have discovered TRIZ’s time saving and powerful structured methodology has helped them create breakthroughs and be more competitive.

Trial and error can be tedious and time-wasting. Brainstorming doesn’t always work. (Researchers have found that one engineer working alone often gets better results than a brainstorming group.) You may have tried Six Sigma and LEAN in the past, but this problem has you stumped. Then someone whispers that a competitor has worked out the solution using ... TRIZ.

Even the name is odd — TRIZ (pronounced “trees”) is a Russian acronym that translates as “the theory of inventive problem solving.” But many Fortune 500 companies swear by TRIZ for solving complex technical and organizational problems. Even device makers are discovering TRIZ to solve some of their knottiest challenges.

This structured innovation methodology relies on vast databases of effective solutions, relentless step-by-step logic, and laser-focus on best outcomes at the lowest cost. By learning this method, you will discover:

- Solution patterns that predict breakthroughs to the toughest problems
- Identify where TRIZ will be most effective, then benchmark results
- Speedier test methods
- How to scale up from lab prototypes to full commercialization and production
- Why logic and data trump intuition in solving engineering and invention challenges

In this FAST-TRACK 4-hour interactive workshop (held on two Saturdays), presented by Akhilesh Gulati, you will learn:

- ✓ Basic Concepts of TRIZ
- ✓ Introduction to Structured Innovation Methodology
- ✓ TRIZ techniques for problem analysis

The cost for this workshop, which is open to everyone, is \$70 for ASQ members or \$90 for non-members.

For more information, [email Akhilesh](mailto:akhilesh@asq.org); include “TRIZ Workshop” in the subject line.

2023 COLUMBIA BASIN ASQ LEADERSHIP TEAM January 1 - December 31, 2023

Section Chair	Denise Clements
Secretary	Jill Connolly
Treasurer	Robert Boykin
Membership Chair	Eric Clements
Nominations Chair	Jo Haberstock
Newsletter Editor	Robert Boykin
Programs Chair	Eric Clements
Publicity Chair	Jo Haberstock
Webmaster	Steve Prevette
Voice of the Customer Chair	Vacant
Social Media Chair	Vacant

Publication Information

This newsletter is published on a regular basis to inform members and potential members about Columbia Basin ASQ activities and other news/information that may be of value to quality professionals. To be considered for the next newsletter, input must be received by the 26th of the month.

Has your email address changed? Help us keep you informed of Columbia Basin ASQ events and information by updating your contact information and email preferences at <http://www.asq.org/>. Log in and click “My Account” to update your membership record. You can add or make email, address, and phone changes in the “Contact” tab, and then click on the “email preferences” tab to be sure you are subscribed to receive future Section communications.

