



June 2010

Volume 40 Number 6

## Thursday, June 17th Section Meeting: Finding Root Cause for CAPAs *By Marlyn Hyde Program Chair*



Problems come in many shapes and sizes. There are sudden onset problems (things were OK – now they are not), chronic problems (things have always been this way), broad problems like world hunger and very specific problems like the space shuttle crash. In all these cases the objective is to find root cause. However, dependent on the type of problem one is facing, the definition of root cause can range from the thing that changed, a material/product/process parameter, the leading influences or a sequence of events. The definition of root cause and the process for finding root cause should vary based on the type of problem one is faced with. The Six Sigma DMAIC breakthrough improvement process is specially designed for chronic manufacturing and product performance problems. However, this process is not as well suited to sudden onset problems, which are the most common type of problem faced during CAPA (corrective action, preventive action) investigations.

Learn how to adopt the problem solving process to sudden onset problems including isolating when the change occurred and distinguishing between conjecture and facts. Revealed is Sherlock Holmes' strategy for comparing facts to causes to determine root cause. Discover how to avoid Dr. Watson's mistakes. Also learn some of the tricks to a successful investigation, how to avoid some of the pitfalls and how to document the investigation in an easy to understand fashion for the FDA.

Dr. Taylor is a leading expert in Process Validation as well as on acceptance sampling in the pharmaceutical, medical device and diagnostics industries. His key contributions to the field of Quality include Variation Transmission Analysis, Process Tolerances, Quick Switching Systems and Change-Point Analysis. His articles on selecting statistically valid sampling plans have become standards in the industry and are used by the FDA in their new inspector training. [Continued on page 3](#)

## June 17th Pre-Meeting Clinic: Fifth Annual Putting Contest and Statistics *By Marlyn Hyde Program Chair*



Join us for the networking event of the year! Enjoy an exciting Pre-Clinic featuring a Putting Contest at the Buffalo Grove Arboretum's golf course; with lots of fun and networking opportunities, all in support of a little data analysis. Our meeting room doors open up to the practice green where we've set out a six-hole putting contest. The green will be open at 5:00, so feel free to start your "official" try anytime before 5:45. Bring your own putter - or use one provided. Balls will be furnished. Plan to be there to cheer on your ASQ buddies and enjoy the time together. Proving statistical exercises can be educational and fun; our Pre-Meeting Clinic speaker, Dave Taylor, will lead us through a statistical data analysis exercise of golfer's scores after the golf round. Prizes galore for the winners and the "hardest working golfer". Looking forward to seeing you there.

David Taylor has been a member of ASQ1212 for 17 years and is ISO Support Group, Education Chair and Training Chair. Dave Taylor is a local quality consultant, an ASQ Certified Engineer, Auditor, Manager of Quality/Operational Excellence, and Six Sigma Black Belt. In addition to the certification classes he teaches a broad array of Quality subjects including Structured Problem Solving, SPC, and ISO 9001. In 2003 he authored a [Quality Program Manual](#) for the American Feed Industry Association.



### JOIN US FOR OUR NEXT SECTION MEETING!

**The American Society for Quality** is a leading quality improvement organization and a knowledge-based global community of quality experts with a passion to improve themselves and their world. ASQ advances global learning, quality improvement, and performance excellence with over 100,000 members worldwide.

**ASQ Section 1212** is dedicated to the promotion and advancement of quality tools, principles, and practices in the workplace and community. It is one of the top rated sections in the society and it meets on a regular basis to help their members become leaders of quality.

Bring co-workers, family, and friends to our next section meeting **Thursday, June 17<sup>th</sup>, 2009** at the [Arboretum Club](#), 401 W. Half Day Rd (Rt. 22 E. of Rt. 83), at Buffalo Grove Road (across from Dominick's), in Buffalo Grove. Members and non-members are always welcomed.



**Pre-meeting clinic: Fifth Annual Putting Contest by Dave Taylor - 5:00 - 6:00 pm**

**Networking and Buffet Dinner: 6:30 pm**

**Main Presentation: Finding Root Cause for CAPAs by Wayne Taylor - 7:30 - 8:30 pm**

**Pictured: Dave Krasowski, your Arrangements Chair**



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### Education Program Opportunities *By David Taylor, Education Chair.*

#### SEE YOU IN THE FALL!

All our classes are finished for this semester. Over 24 people attended and many are now certified. Congratulations! Thank you to all who supported our section by training or attending classes this year. Next up is the CMQ/OE class, kicking off on the evening of July 28<sup>th</sup>. Please contact Dave Taylor at [kolimat@yahoo.com](mailto:kolimat@yahoo.com) for details. Look for fall training information in the August edition of this newsletter.



#### Help Plan Our Education Program

On August 19, 2010, we ask all who are interested in becoming involved in training for the section attend a meeting to discuss our training programs and what would be the best ways to proceed in the future. The session will be held at the new China Buffet. Attendance is by RSVP only. Please contact Dave Taylor at [kolimat@yahoo.com](mailto:kolimat@yahoo.com) to reserve a spot.

**ON-SITE COURSES OFFERED ALL SUMMER.** Remember, all year around we offer all of our workshops (and can prepare and present almost any customized training you need) for in house presentations at a most economical price to your company. There is NO quality-related subject we cannot provide for your training needs - including these offerings and many others:

CRE Review  
MSA/Gage R&R  
Six Thinking Hats (Team Building)  
Improving Team Performance With Quality Tools  
Short Run SPC  
The Illinois Lincoln Award

Review Certified Reliability Engineer Review  
8D Problem Solving Methods  
Successful Acceptance Sampling  
QS-9000 Continuous Improvement Tools  
Upgrading to ISO 9000 to QS-9000  
Lean Office Simulation

Certified Software Quality Engineer Review  
Quality Function Deployment  
Lateral Thinking  
Robust Tolerance Analysis  
Statistical Thinking  
Lean Office Training

If your company has specific training requirements or you want information about any of our courses, please contact Dave Taylor at [kolimat@yahoo.com](mailto:kolimat@yahoo.com).



### ISO Support Group Minutes for May 2010 *By David Taylor*

Only five members attended the meeting on May 6, 2010 at the New China Buffet. In attendance were G. David Spengler, Peter Larson, Regina Fullen, Sheldon Behinsky, and Dave Taylor. The group continued our study of ISO/DIS 26000, Guidance on social responsibility. We reviewed Section 6.4 Labor Issues. We are not rating this document, but the discussions are most enlightening and entertaining! The group decided to table the study of ISO/DIS 26000 and begin a study of the new ISO 9004 "Managing for the sustained success of an organization – A quality management approach".

In the round robin review: The company where Dave S works had a successful AS 9100 audit. All non-conformances are corrected and the certificate is on the way. Dave T finished the ISO 9001 project with a customer in San Diego, CA. The registration audit was successful, and the company now has their ISO 9001 certificate! Peter's company had a successful FDA audit. Regina is converting manufacturing a non-medical device to a medical device because of changes in FDA regulations. Sheldon Behinsky, our resident expert on TS 16949 is now in the job market.

**Changes to ISO 9004 for the study document. We decided to Table our study of ISO/DIS 26000, Guidance on social responsibility and begin a line-by-line study of ISO 9004 "Managing for the sustained success of an organization – A quality management approach". This guideline shows methods of continual improvements for an ISO 2001 registered company.**

Our next two meetings will be held at 6:00 on Thursday, June 3 and July 1.

A pleasurable luscious buffet will be served for \$5.00 (free for members searching for a position), the balance being funded by ASQ section 1212 Northeast Illinois. The public is always invited and we welcome your questions about Quality Management Standards. Let me know if you have particular subjects to discuss. Contact Dave Taylor at [kolimat@yahoo.com](mailto:kolimat@yahoo.com) if you have any questions or need directions.



**ISO Support Group Meetings are held at: The New China Buffet, 1161 S. Milwaukee Ave. Libertyville, IL  
On the first Thursday of the month, all year long.**

## Section Meeting: Finding Root Cause for CAPAs

[Continued from page 1](#)

Dr Taylor, author, founder and chairman of Taylor Enterprises, Inc. ([www.variation.com](http://www.variation.com)), provides consulting and training on the Six Sigma approach and tools including Robust Design, Tolerance Analysis, Design of Experiments, SPC, Acceptance Sampling, and Statistics. He is author of two books and 5 software packages including [VarTran®](#), [Change-Point Analyzer](#), [Sampling Plan Analyzer](#) and Distribution Analyzer. The VarTran software and Dr. Taylor's course [Robust Tolerance Analysis](#) have rapidly become a key component of many companies DFSS (Design for Six Sigma) programs. Honeywell, the Six Sigma Academy and numerous other companies have adopted VarTran as an essential tool for designing high quality products. He retired after 22 years with [Baxter Healthcare Corporation](#) where he was Director of Quality Technologies and responsible for Baxter's Six Sigma program. Dr. Taylor has a Ph.D. in Statistics, He is a fellow of the American Society for Quality and the Royal Statistical Society, and a member of ASA".



### Achieve Greatness with ASQ Membership

Select 1212 as your section! Our section is one of the top rated sections in the society! We are here to help you find solutions, achieve credibility, be inspired, build strong networks, and reach greatness. We are dedicated to providing you with the Quality technologies, concepts, and tools to improve yourself, your company, and your world.



Please ensure that your email address with ASQ is current. The section recommends that you use your home email address for ASQ mailings, that way you will never miss an ASQ or section mailing due to screening of the company email or changing jobs.

Maddy Bradford, ASQ CQA, CMQ/OE,  
ASQ 1212 Section Membership Chair

### Placement News *By Bill Stinchcomb, Placement Chair*

As a service to our members, we offer this space to list any openings that benefit our membership. **How it works:** To list openings in your organization simply e-mail a brief position description - include job requirements, company, location, and compensation, as appropriate. To inquire about any available positions, please e-mail me your resume or inquiry any time. We do get contacted by some placement services and will be happy to send your information to them. **Contact:** Bill Stinchcomb: 847-938-1103 [Bill.stinchcomb@abbott.com](mailto:Bill.stinchcomb@abbott.com). ASQ Section 1212 provides advertising access to its newsletter as a service, but has no control over the operating policies or practices of those who provide the advertised services.

**From ASQ Headquarters:** ASQ's [Career Center](http://www.asq.org/career/index.html) (<http://www.asq.org/career/index.html>) is free to all job seekers and provides access to the best employers and jobs in the quality industry. It is powered by Boxwood Technology, an external vendor, so job seekers must register separately from the regular ASQ member site to apply for a position or post a resume. ASQ also offers an [unemployment benefit](http://www.asq.org/members/leadership/mbrapp/index.html) (<http://www.asq.org/members/leadership/mbrapp/index.html>) to those unable to pay membership dues due to being unemployed.

**From ASQ1212: If you're job hunting, please join us on our new LinkedIn discussion group.** You can connect to the group through this link. [ASQ NEI Section 1212](http://www.linkedin.com/groups?home=&qid=2236959) (<http://www.linkedin.com/groups?home=&qid=2236959>), Bill Stinchcomb, our Placement Chair, is posting jobs there regularly. If you have a job opening, need help with posting a job, or have job support requests, please email [bill.stinchcomb@abbott.com](mailto:bill.stinchcomb@abbott.com).



### Notes from your Chair *By Sandra Stori*

Our members have benefited from a quality and educational-centered, relationship-based community, and service has been at its heart. I want to continue to make service our central theme – transcending member expectations, doing something worth doing, make a difference in our member's lives and our world. To keep pace with the velocity of change and thrive - we need to embrace change. We need to transform, and improve our personal and professional lives as well as our organizations and communities. We take pride in providing value and resources to our members. We continuously strive to provide a broad range of services and opportunities to help them grow personally and professionally, including learning (comprehensive and timely information), quality improvement, and performance excellence.

I have been privileged and honored to serve you as Chair. We had a great year and I hope we can build upon it this coming year. I am proud of our many accomplishments - including a very popular and successful Quality Career Fair to support a growing number of unemployed members. We continuously strive to discover what you are interested in so we can give you what you need to succeed. We are invested in helping you become a leader of quality, helping you to maximize your career growth and your organization's success - to get you the resources to succeed today, and to compete in the future. Whatever you dream you can do – begin now!

*Sections are a valued benefit of ASQ membership. Sections provide powerful networks that help you get connected and stay informed with other quality professionals with a passion for quality that goes beyond dedication. Reach out to people in your community who are not members- encourage them to find out what we are all about. Tell your colleagues, who share your passion for quality, about ASQ and the benefits of membership. Invite them to our section meetings as a guest and share what you find valuable about membership. You can contribute to growing the quality community! Through the Each One Reach One program, ASQ members network with their peers and build their quality communities. It provides an opportunity to gain recognition both for individual members and sections. For every ASQ Member you refer that joins, you'll earn ASQ Bucks toward your Membership renewal, books and standards, Conference of your choice, and training certification. ASQ helps its members stay reliably informed of news, trends and developments within their industries and provides opportunities for advancement and employment. With today's job market, ASQ membership gives you the tools and resources you need to succeed today, to be secure in your career, and help your organization be competitive within your industry. We know that it is important to network, keep up with industrial trends, and invest in your career. Let us help you network with other Quality personnel, develop new skills and experiences that will improve your career, and make some new friends. Our SLC is an active, dedicated, and supportive Gold group that wants to develop the Section leaders of tomorrow. We need your fresh ideas on the Section Committee to continue to do great things for Quality, ourselves and the companies we represent.*

Have a great summer!

## Supplier Selection - Supplier Development Plans and Supplier Audits *By Marion Menze*

In May's issue of the Nor'easter, we covered the ongoing evaluation of Supplier's performance. This is the final article in the Supplier series: Supplier Audits and Development Plans. For those suppliers having either product quality deficiencies or chronic late delivery issues or both, an initial approach is for the Commodity Manager and/or the assigned Supplier Quality Engineer to calculate what the poor supplier quality and/or late delivery is costing your company. Some larger companies have a software program to calculate the cost of a supplier's poor performance. Data inputs of the % Quality as well as the % On-Time Delivery plus other proprietary factors result in a net cost to the company effectively paying a premium for the negotiated product. Both poor supplier quality and/or delivery can impact your company's production and delivery goals leading to undesirable negative Customer Satisfaction. If the supplier is attentive, they will examine their processes and make the necessary adjustments. Communicating the cost being incurred by your company to the supplier is the least expensive means to enhance supplier improvement.

Should the information about what a supplier's poor performance is costing your company and affecting your company's performance be insufficient, the next step is to implement a Supplier Development Plan. This is a more formal approach using a standard form where the supplier and the supplier's contact person are identified by the Commodity Manager. The deficiencies such as Quality, Delivery or other are identified along with appropriate metrics desired such as 100% Quality and 100 % On-Time Delivery for a defined period of time which would have to be achieved before the development plan is considered successfully completed. Typically, the Commodity Manager in conjunction with the assigned SQE prepares and presents the Supplier Development Plan directly to the supplier's local representative at a meeting or via e-mail.

Should a rather economical Supplier Development Plan drag out or fail, the next step is a more expensive Supplier Audit. Supplier Audits are somewhat of an expensive venture due to having to visit the supplier and conduct the audit, typically over a two day period, especially if the supplier is offshore. The supplier audit is somewhat more formal and usually consists of several discrete steps. Once the decision has been made to perform the audit, the next step is to establish an audit date with the supplier when their required staff will be available for the duration of the audit, especially the Supplier's Quality Manager who typically escorts the Lead Auditor through the Supplier's manufacturing facility.

Once the audit date has been established, it is appropriate to send a letter via e-mail to all involved confirming the audit dates as well as a proposed audit schedule. The next step is to prepare for the audit itself. The Lead Auditor requests a copy of the Supplier's Quality Manual to review in preparation for the audit. As the audit date approaches, the Lead Auditor sends out a second formal document via e-mail reminding those involved of the pending audit. Most companies have a standard Supplier Audit form that can vary from a few pages up to 15 pages having 12 categories and approaching 200 questions toward evaluating the supplier along with a numerical scoring system.

Typical categories to be audited are the Suppliers Quality Management System; Procurement / Purchasing Process; Quality Control in Receiving, Production Line and Final Inspection; Work in Process (WIP) Management; Manufacturing Processes; Warehouse Management, Non-Conformity Management and the Environmental Management System. Additional categories can also be audited.

On the day of the audit, the Lead Auditor conducts the Audit Opening Meeting and reviews the schedule for any last minute changes. The Lead Auditor then performs the audit asking the questions, observing and seeking verification that the actual process/procedure is in accordance with the supplier's Quality Management System and ISO 9000 or TS16949. At the conclusion of the audit, the Lead Auditor calculates the audit score and announces the overall score at the Audit Closing meeting. Any Findings or Non-Conformances are also disclosed with a written copy presented to the Supplier Quality Manager with an agreement to correct the deficiencies found by a mutually agreed upon date. The Lead Auditor returns to their company and issues a formal report to the Supplier's Management via e-mail usually within two weeks after the audit. The next step is to monitor progress of the supplier in meeting the scheduled date to correct the non-conformances found. Should little progress be made per the agreed upon schedule, a follow-up audit may be considered or begin to search for a new supplier. This is the final installment regarding various Supplier Quality activities ranging from Supplier Selection, Supplier Assessment, Supplier Evaluation and Supplier Performance Improvement.

### ✓ Planning Ahead - Mark Your Calendars:

#### June 2010

<p><b>ISO Support Group</b>  <b>Date:</b> Thurs. June 03, 2010  <b>Location:</b> The New China Buffet. 1161 S Milwaukee Ave.; Libertyville  <b>Time:</b> 6:00 pm <i>the Meal is \$5</i></p>	<p><b>Leadership Committee Meeting</b>  <b>Date:</b> Thurs. June 10, 2010  <b>Location:</b> Dover Straits, 890 E Rt 45, Mundelein. (847) 949-1550  <b>Time:</b> 6:00 pm-<i>Meals are Free</i></p>	<p><b>Section Meeting</b>  <b>Date:</b> Thurs. June 17, 2010  <b>Location:</b> Arboretum Club 401 W. Half Day Rd, Buffalo Grove  <b>Pre-meeting clinic: Putting Contest and Statistics - By Dave Taylor (5:00 – 6:00 pm).</b>  <i>Networking: 6:00 – 6:30 pm Dinner: 6:30 pm the Meal is \$25</i>  <b>Main Presentation: Quality Tools: Finding Root Cause for CAPAs – By Wayne Taylor (7:30 – 8:30 pm)</b></p>
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#### July 2010

<p><b>ISO Support Group</b>  <b>Date:</b> Thurs. July 01, 2010  <b>Location:</b> The New China Buffet. 1161 S Milwaukee Ave.; Libertyville  <b>Time:</b> 6:00 pm <i>the Meal is \$5</i></p>	<p><b>Leadership Committee Meeting</b>  <b>Date:</b> Thurs. July 08, 2010  <b>Location:</b> Dover Straits, 890 E Rt 45, Mundelein. (847) 949-1550  <b>Time:</b> 6:00 pm-<i>Meals are Free</i></p>	
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## A Lean Office Eliminates Waste and Saves Time *By Willie L. Carter*

Higher customer expectations, cost cutting pressures, thinner margins and shorter lead times are challenges your organization face on a daily basis. A management system built around Lean is not only an enabler of achieving operational excellence but also provides flexibility in the way your processes are managed. What you need are robust, waste free, flexible office processes that meet customer needs and enable you to survive in the global marketplace. Consider that 60 to 80 percent of all costs related to meeting customer demand are administrative or office related functions then it doesn't take rocket science to conclude that applying Lean to streamline and eliminate waste from your office and administrative processes will result in bottom line savings.



**The Benefits of a Lean Office.** A lean office management system can impact administrative processes at all levels of your organization. **Enterprise Level Processes**—The processes that touch your external customers and suppliers—order entry, customer service, accounts payable, accounts receivables, marketing/sales, research and development, product development and distribution. Lean can streamline and speed up these processes. **Organizational Level Processes**—The key support processes in your organization—Information Technology, Human Resources, Engineering, and Purchasing. Lean will streamline these processes and improve process efficiency. **Departmental Level Activities**—Lean reduces activities that add time but little or no value. It can help create flow at the pull of the customer, reduce hand-offs and improve departmental quality. **Individual Level Tasks**—Lean can reduce the paperwork, manual entries and errors standardize work procedures, help improve workplace organization, and clarify individual roles and responsibilities.

**Getting Started.** Before applying Lean tools to the office environment we must understand the flow of work. Just as we map the value stream and focus on reducing lead time and eliminating waste in manufacturing we must map administrative processes to better understand them and eliminate waste. Processes like order entry, quoting, planning, purchasing, product development and others are full of waste. As a matter of fact, 75-90% of the steps in service/administrative processes add no value—the lean definition of waste. These wasteful steps cause delays and customer dissatisfaction. Since one of the key principles of lean thinking is to minimize the time between the receipt of a customer order and fulfillment of that order, we must look at the entire lead time. In order to see the waste in these processes we must map them. After we identify the waste (non-value-added steps) and what needs to be worked on, then we can apply the traditional Lean tools such as pull systems, continuous flow, co-location, point of use storage, continuous flow, 5S, visual controls and mistake proofing. Secondly, you must collect data. If you are like most organizations you collect very limited data on your administrative processes. Office Lean is not unlike manufacturing Lean—it is based on data driven decision making. For office and administrative processes determining what data to include depends on the questions you want to answer about your value stream and how you define the product/service produced by these processes. For example, if your objective is to reduce the number of engineering change orders (ECNs), it would be helpful to define ECNs as the product and identify the total number of ECNs issued, cycle time and queue time for processing, and total cycle time. From this information you can determine where constraints most likely occur and eliminates areas of waste in your “future state” process.

**Examples of Lean Office Applications.** A client's value stream map indicated that out of a total lead time of 22 weeks only 1 week was spent doing true value-added work. This steel fabricator found that a large part of the non-value-added lead time was identified as “waiting for approval”. Approvals were built into many stages of the order fulfillment process but were the responsibility of management staff that was often unavailable. The client standardized the work procedures to eliminate the need for many of the approvals and reduced their lead time by 2 weeks. In reviewing the order entry process for a client we found that a significant amount of time was used to acknowledge the order. Whenever an order was entered, an acknowledgement was automatically printed and then manually sorted and mailed to each customer. The first question we asked was: “Who really wants these acknowledgements?” It turned out that only a few of their customers wanted an acknowledgement, and those that did said an e-mail response would be sufficient. The client changed their order processing system to code any customer seeking an acknowledgement, then automatically acknowledging these customers via e-mail at the end of the order entry process. This resulted in freeing up an overworked office staff to allow them to spend more time on value-added activities.

A loudspeaker manufacturer discovered that much of its lead time was attributed to delays in obtaining customer approvals during the design and prototype cycle. There was no effective means of managing the customer approval process. It seemed that once the information was given to the customer, it disappeared into a “Black Hole”. We suggested to the client that they develop a visual management system (a centrally located schedule board) that shows the status of every job in house. This provided visibility for every step of the process and reduced lead-time in the design and prototype process by 50 percent.

As you can see by these examples, Lean solutions are surprisingly simple and do not require great expenditure of capital. Lean is a proven, systematic approach for eliminating/minimizing waste that results in the production of goods or services at the lowest possible cost. It goes beyond the shop floor. Lean is every system, every process and every employee in the company.

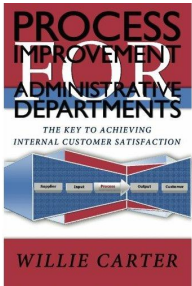
*Willie L. Carter is the president and principal of [Quantum Associates, Inc.](http://QuantumAssociates.Inc), Northbrook, Illinois. Carter is a Certified Lean Sensei, Certified Manager of Quality/Organizational Excellence, and a Certified ISO 9000 Lead Assessor. For more information on Lean and Process Mapping please contact Willie at [wccarter@quantumassocinc.com](mailto:wccarter@quantumassocinc.com) or by phone at 847-919-6127.*



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**Pre-Meeting Clinic Review:** Sandra Storli and I presented key elements from Willie Carter's book, "[Process Improvement for Administrative Departments: The Key to Achieving Internal Customer Satisfaction](#)". It was a great opportunity to get back to quality basics. It is vitally important that your administrative or office processes treat all downstream departments as customers. Process improvement is the key to improved collaboration and communication in the workplace. Looking at work as a process forces you to focus on your internal customers and meeting or exceeding their requirements.



In order to improve collaboration and communication in the workplace, first **Change Your Mindset:** View downstream departments as your customers (fulfill the needs of the person or department you hand your work off to) and think of work as a process (a series of value-added tasks that are linked together to turn input into a product or service output).

Next, **Improve Your Processes.** There are Eleven Steps to Improving Administrative Processes:

1. Define the department's mission.
2. Determine the outputs of the department (the product, service, or information your department provides to a person or another work group), Identify the key activities—those most closely related to achieving your mission and define the principal products or services created as a result of these activities.
3. List all products or services in priority order (create a prioritized list of all products or services relative to your mission) and develop a flowchart of your internal work process for those "vital few" activities and key products or services. SIPOC is critical for Process Analysis (SIPOC = Supplier - supplies your inputs, Input - product/services that enter unit boundaries, Process - what you do to convert inputs to outputs, Output - product or services that exit unit boundaries, Customer - receives products or services that exit unit).
4. Identify and list the vital few customers (the vital few internal and external customers who receive your key products and contact each one of them).
5. Identify customer requirements and express them in the customer's voice (because customer requirements are the driving force behind improving your process, you need to interview them to determine/clearly define their requirements of your product or service requirements - key to managing your process and establishing your scope of service).
6. Translate your customer's needs into your department's language/what your department can understand — measurable objectives.
7. Establish quality and process metrics to monitor your performance in meeting customer requirements (Quality Metric is a statement of what will be measured – such as "The number of errors or defects". Process Metric is a measure of process performance (there are three fundamental types: Customer or result measures—used to ascertain the outcome of your process. Producer or in-process measures—lets you know how well your process is performing at certain critical points. Supplier or input measures—helps you assess how well your suppliers are meeting your requirements).
8. Establish a plan to meet customer requirements (from the input from the previous seven steps - the plan should be brief, customer focused and biased for action and include goals for the metrics).
9. Implement the plan - execute (everyone in your department agrees to implement the plan and understands that the goal is to improve your process so that you can delight your customers).
10. Evaluate the result (continuously check on how you are doing by: monitoring your quality and process metrics and frequently surveying your customers and asking them how you are doing).
11. Use customer feedback to improve the plan (act upon customer feedback to modify the plan and actions to meet their requirements - schedule all the problems for solution).

We were joined by Kevin Cloonan for the lively question and answer session that followed.

## Main Presentation Review: Deming's System of Profound Knowledge (SoPK) – The Key to Success in Change Management *By David Norby*

Today's World is changing at a rapid rate. The organizations that thrive are agile, adaptive, and understand the magnitude of change management. Darwin said "It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change." Recent economic challenges have made successful change management (the management of your organization's most complex change challenges) an essential skill for all leaders and managers.



This April, one of our favorite speakers, Wes Bucey, returned to share with us an inspirational methodology for successful Change Management based on the theory of Dr W. Edwards Deming.

Professional speaker, storyteller, and quality expert Wes Bucey's entire career has been centered on the concept 'Quality should be involved in every aspect of a company - including executive planning, administration, marketing, purchasing, design, production, shipping, and service. . . The major emphasis is on pleasing or delighting the customer while maintaining or increasing organizational profitability. . . Wes puts more emphasis on 'big picture' and 'company culture' than on metrics. If all the members of the organization are indeed working together, metrics are a natural function of identifying areas to improve. If the organization is NOT working together, the imposition of metrics can be draconian and serve to divide the culture even more.

Contact Wes Bucey  
[wesbucey@sbcglobal.net](mailto:wesbucey@sbcglobal.net)  
"Few minds wear out; more rust out!"  
Look for him at <http://elsmar.com>

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## Main Presentation Review

As usual, Wes opened with one of his magic effects. In this one, an audience member chose a card from a deck, but didn't look at it, placing the unseen card in an envelope. Wes then had the audience collectively "read her mind" to determine the identity of the card. The selection process took place in stages, with Wes flashing the stages up on the screen with PowerPoint slides. At the end, both the card in the envelope and the one on the screen turned out to be the Queen of Hearts.

**The point:** both magicians and Change Managers know the result they are aiming for and get there no matter what twists and turns take place.

Change Management is one of those topics which raise fears of layoffs and downsizing. Deming frequently said "Remove FEAR!"

Wes Bucey's presentation gave us confidence to be a change agent and to embrace change with enthusiasm and hope. As Wes says "In all change, there are folks who resist it, those who go along reluctantly, those who embrace it, those who manage it, but, most importantly, there are a few folks who see the need for change and make it happen! Those of us in the Quality profession usually find ourselves in the role of 'followers.' On some occasions (rare ones), we are allowed the opportunity to 'manage' change".

Wes's contention is that more of us in the Quality profession should be the ones who "make" change. His tips on how to do that are based on his forty plus years of experience as a "suit" in the executive suite.

Adopting and implementing Deming's System of Profound Knowledge will help any organization achieve breakthrough success in process improvement, regardless of where an individual stands on the corporate ladder. For organizations engaged in Change Management or contemplating Change Management, SoPK is probably the single most important factor in implementing a successful change.

Wes is currently writing a book based on case studies of firms he is advising which have reached a crisis point and need help and advice to achieve the next plateau in their development.

**Deming** said, "The individual, transformed, will perceive new meaning to his life, to events, to numbers, to interactions between people. Once the individual understands the system of profound knowledge, he will apply its principles in every kind of relationship with other people. He will have a basis for judgment of his own decisions and for transformation of the organizations that he belongs to. The individual, once transformed, will: set an example, be a good listener, continually teach other people, and help people to pull away from their current practices and beliefs and move into the new philosophy without a feeling of guilt about the past."

Deming's System of Profound Knowledge, consists of four parts:

1. **Appreciation of a system**
2. **Knowledge of variation**
3. **Theory of knowledge**
4. **Knowledge of psychology**

To view the writings by Dr. Deming – you can go to: *The W. Edwards Deming Institute* at <http://deming.org>

One of Wes's most powerful images came at the close of the presentation, when he applied the wave theory to change management - each player in the game has an influence on the outcome, either fighting the wave, riding with it, or creating the wave. Wes's call to action was that we quality professionals are the ones to "MAKE WAVES!"

*We hoped this presentation inspired, empowered, and energized you to become change agents and helped you to understand the magnitude of successful change management based on the theory of Dr W. Edwards Deming (an essential skill for all leaders and managers).*

Wes recommends you read:

**10 PRINCIPLES OF CHANGE MANAGEMENT  
TOOLS AND TECHNIQUES TO HELP COMPANIES  
TRANSFORM QUICKLY** [By John Jones, DeAnne Aguirre,  
and Matthew Calderone](#)

### Deming's 14 points for Management

1. Create constancy of purpose toward improvement of product and service with a plan to become competitive, stay in business, and provide jobs.
2. Adopt the new philosophy. We are in a new economic age. We can no longer live with commonly accepted levels of delays, mistakes, defective material, and defective workmanship.
3. Cease dependence on mass inspection. Require, instead, statistical evidence that quality is built in to eliminate the need for inspection on a mass basis.
4. End the practice of awarding business on the basis of price tag. Instead, depend on meaningful measures of quality, along with price. Move toward a single supplier for any one item on a long-term relationship of loyalty and trust.
5. Improve constantly and forever the system of production and service, to improve quality and productivity, and thus constantly decrease costs.
6. Institute modern methods of training.
7. Institute modern methods of supervision.
8. Drive out fear, so that everyone may work effectively for the company.
9. Break down organizational barriers--everyone must work as a team to foresee and solve problems.
10. Eliminate arbitrary numerical goals, posters, and slogans for the work force that seek new levels of productivity without providing methods.
11. Eliminate work standards and numerical quotas.
12. Remove barriers that rob employees of their pride of workmanship.
13. Institute a vigorous program of education and training.
14. Create a structure that will push the prior 13 points every day.

## May 20<sup>th</sup> Review *By David Norby*

This meeting was dedicated to ASQ Certifications – what’s new, how to get them and how to keep them.



**Pre-Meeting Clinic Review: Get Ahead - Get Certified.** Our first speakers were our section’s dynamic duo: Dave Taylor and Dave Spengler. Dave Taylor, our section’s Training and Education Chair, shared new information on ASQ’s newest certifications, the SME lean Shingo and Master Black Belt. Our next speaker, Dave Spengler, shared many tips on preparing for and taking certification exams successfully. Here are some of them. First, he emphasized that the night before the exam should be used for resting, not last minute cramming. Do your preparation ahead of time (Failing to prepare is the same as preparing to fail). Preparation: ASQ offers books on the body of knowledge for the specific certification that you are seeking, as well as training online and at conferences around the country. Our local section also offers training classes to prepare for several types of certifications. You are allowed to bring reference materials to the exam. In addition to ASQ materials, CDs from the Quality Council of Indiana are good for practicing exam questions. Dave noted that you should Tab your reference books in ways that are meaningful to you –use all three available sides. Tab by subject, person’s name, formulas, etc. any way that will make it easier and faster for you to find the answer. Separate the indexes and appendices from the rest of your reference binders and place them in a smaller folder. Remember – before you take the exam, you have the combined resources of each member in the section that has been there before you. Ask questions of those members who have taken the exams and listen to their advice. Bring extra paper, pencils and erasers, and a calculator that you are familiar with (and bring extra batteries or a backup calculator). *Note: Quality Inspector, Quality Improvement Associate, Quality Process Analyst, Quality Technician, and Six Sigma Green Belt are lifetime certifications - they have no recertification requirements.*

**May Main Meeting: RU Ready to Recertify - Recertification Process Improvement and On-site Recertification Reviews.** You have two choices to keep your certification: retake the exam every three years (required if you have not submitted your recertification package within the 6 months grace period), or qualify for recertification through credits earned by employment, education, and active participation in ASQ activities. (Hint: **everyone** prefers the latter). Merle Goddard, our section’s recertification Chair explained the purpose of recertification: to verify that you have maintained or improved your knowledge level and demonstrated your level of expertise and ongoing commitment to the discipline in which you are certified. After taking your certification exam and receiving the BIG envelope, you should start tracking the accumulation of your Recertification Units (RUs). There have been changes to the recertification journal categories, including more opportunities for RU credits. Take a look at the new recertification journal: [http://www.asq.org/certification/recertification/rucredits/index.html?WT.mc\\_id=&WT.dcsvid=1929985797](http://www.asq.org/certification/recertification/rucredits/index.html?WT.mc_id=&WT.dcsvid=1929985797).

Most members who have multiple certifications often find that there is more documentation, & cost involved with recertifying. By synchronizing the re-certification dates of the multiple certifications, all your certifications will expire at the same time. You will only need to provide one recertification journal & account for only 18 RUs – no matter how many certifications you may have. You will only have to pay one fee – again no matter how many certifications you may have. Synchronize & Simplify - Less paperwork, less money, easier to remember because all the certificates expire at the same time. You can retire your certification, if you meet the basic requirements: that you are fully retired from active employment & at least 55 years old. The complete details are online. So remember – certification is a benefit to you & your employer because it adds value. So synchronize & simplify. Re-certification can be easy.

**Process - Step 1:** Start a file. Save documents supporting your claim to the RUs needed for each section of your recertification journal. It is easy to accumulate RUs. Remember you only need 18 RU credits over 3 years & that credits can be earned through employment, professional development, education, & society involvement. Provide copies, not originals of your RU evidence. Types of documents that you should save are: Conference agendas, attendance sheets, receipts/vouchers (to prove you were there). Past/present employment letters or letters from clients if self-employed. Proof of ASQ meeting attendance. Training: 2.0 RUs for passing additional ASQ certification exams, and 1.0 RUs for other approved certifications earned. Webinars = 0.1 RU per hour (proof of attendance; activity description required). Meeting (such as monthly section meeting) RU max is 0.3 RUs; Meeting + Clinic max = 0.6 RUs. ASQ Committee role = 2.0 RU credits. ASQ Member ad hoc responsibility = 0.2 RU per event; 1.8 RUs max per year (newsletter article, internet webmaster etc). Many times if you have a question of what counts toward RUs, ask. Instructor records for courses that you may have taught. Letters of service from your ASQ section – volunteer to proctor exams, serve on the leadership committees or as a committee chair. **Step 2:** Start your summary. When you receive the six-month renewal notice, order your recertification journal. (1-800-248-1946 or online at [www.asq.org](http://www.asq.org)) Fill in the summary page. Enter your certification number & include your credit card number. Sign and date the form & include contact information in case of questions. Send the summary page, your payment, and copies of your RU evidence by scanning to one of the following Emails: [merle.goddard@abbott.com](mailto:merle.goddard@abbott.com) or [dee\\_miranda@baxter.com](mailto:dee_miranda@baxter.com) or [stefaniemartinezkoenig@yahoo.com](mailto:stefaniemartinezkoenig@yahoo.com)  
- After the presentation, Merle Goddard and Dee Miranda answered member questions and had on-site Recertification Reviews for all those who needed their assistance.



### Quality Quotes:

**“It takes courage to admit that you have been doing something wrong, to admit that you have something to learn, that there is a better way.” ~ W. Edwards Deming**

**“As for the outside world, you will be confronted by what you see. And what you see is primarily what you look at.” ~ Zen saying**

**Submitted by - Willie L. Carter**

**Door Prize  
Winners from  
May’s Section  
Meeting -  
Congratulations to our  
lucky winners: David  
Norby and Lynn Stried.**

**From The Nor'easter Editor - Call for Articles** *By Adela Crandell ( Editor) and Amit Dave ( Assistant Editor), The Nor'easter*



Many thanks to those who have contributed articles and we wish to emphasize that we need articles. Please submit all information for the September 2010 Nor'easter by Friday, August 27th, 2010. We need a bank of outstanding Quality Articles. If your technical, quality related article of one page or less (approximately 500 to 1000 words) is published, you can receive 1 RU credit, as long as you keep a copy of the newsletter as proof. You then submit that to ASQ with your re-certification journal packet. Text, graphics, logos, photos, etc., can be sent to [adelacrandell@mac.com](mailto:adelacrandell@mac.com). Please e-mail me with questions. The editor reserves the right to edit material, and items received after the deadline may be dropped or inserted in a future issue.



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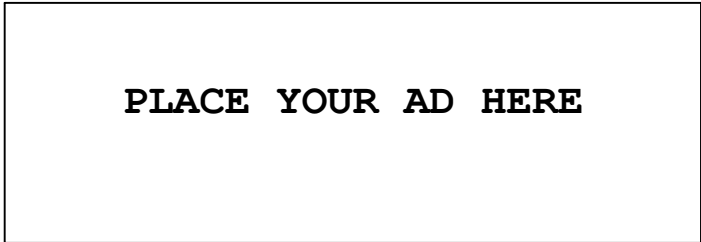
*By Adela Crandell, Editor, The Nor'easter*

Plan now to advertise in *The Nor'easter*. We have approximately 800 ASQ members on our mailing list for the northeastern area of Illinois...one of the most active growth areas in the country! Our readers will be interested in your company's products or services. Deadline for prepaid advertising is the 1st of the preceding month. Your check for the correct amount (payable to ASQ, NEI Section 1212) must be received at the following address prior to issue in *The Nor'easter*.

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E-mail your ad to: [adelacrandell@mac.com](mailto:adelacrandell@mac.com).

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**Success**

The American Society for Quality is the world's leading authority on quality and our section is one of its top rated sections. We assist companies to improve their systems, processes, organization, and profits. You'll get the resources to succeed today, and to compete in the future.



**Your SLC**

The Section Leadership Committee welcomes your participation! We want to give you every opportunity to expand your leadership and quality skills, both personally and professionally, through volunteer positions on the Section Leadership Committee, serve as back up support, or on a subcommittee.

**Look for  
 ASQ1212's  
 Strategic  
 Planning  
 Session  
 this summer.**

**We want to hear from you**

Extraordinary! There is no other way to describe the past 30 years. We continue to set our sights high and are looking for ways to reach an even larger audience. We are constantly looking for ways to serve our members. Your opinion counts! Make your opinions known.



**Please, look for, and take our survey! We will make changes to our Programs, Website, and Newsletter based on your feedback!**

## Section Events

Come join us! Share the passion for excellence with talented top speakers, authors, quality experts, and active quality professionals. ASQ Section 1212 provides a wide range of quality related topics, events, and resources to meet your needs.



Check out our events page on our website:



[www.asq1212.org/events](http://www.asq1212.org/events)

### SECTION 1212 GENERAL MEETING INFORMATION

Meets on the 3<sup>rd</sup> Thursday of the month - Pre-Meeting Clinic begins promptly at 5:30; Networking / Social from 6:00, Dinner is served 6:30; Main Presentation from 7:30-8:30.

For reservations, contact [asq1212reservations@yahoo.com](mailto:asq1212reservations@yahoo.com)

If you wish to attend without the meal, there may be a section reserved for non-dining guests.

DATE	PRE-MEETING CLINIC	MAIN PRESENTATION
June 17, 2010	Putting Contest and Statistics By Dave Taylor	Quality Tools: Finding Root Cause for CAPAs By Wayne Taylor
September 16 2010	Quality basics: Deming's Red Bead Experiment	Business Innovation Maturity Model by Praveen Gupta
October 21 2010	Lean Learning Game Exchange by Tony Manos	Lean Kaizen by Tony Manos
November 18 2010	Change Management by Manu Vora	
December 16 2010	Quality Celebration	
January 20 2011	Annual Business Meeting	
February 17 2011	FDA Guidance By Lorelei Jarrell, FDA Chicago Branch	
March 17 2011	Plant Tour TBD	
April 21 2011	FDA by Hugh Grimes and James Capone	
May 19 2011	Getting Your Certification – How to Take the Exam By Dave Taylor and Dave Spengler	Recert & Packet Info By Merle Goddard
June 16 2011	Putting Contest and Statistics By Dave Taylor	Quality Tools: By Wayne Taylor

Feel free to contact any of the committee chairs or officers, if you have any questions or if you would like to help us provide quality meetings, programs and activities. We welcome your participation.

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