



ST. LOUIS SECTION 1304 September 2005



We're on the Web! Please visit us at <http://www.asq-stl.org>

MISSION STATEMENT: To facilitate continuous improvement and increased customer satisfaction by identifying, communicating, and promoting the use of quality principles, concepts, and technology, and thereby be recognized throughout the St. Louis Bi-State region as the leading authority on and champion for quality.

September Membership Meeting Tuesday, September 20, 2005

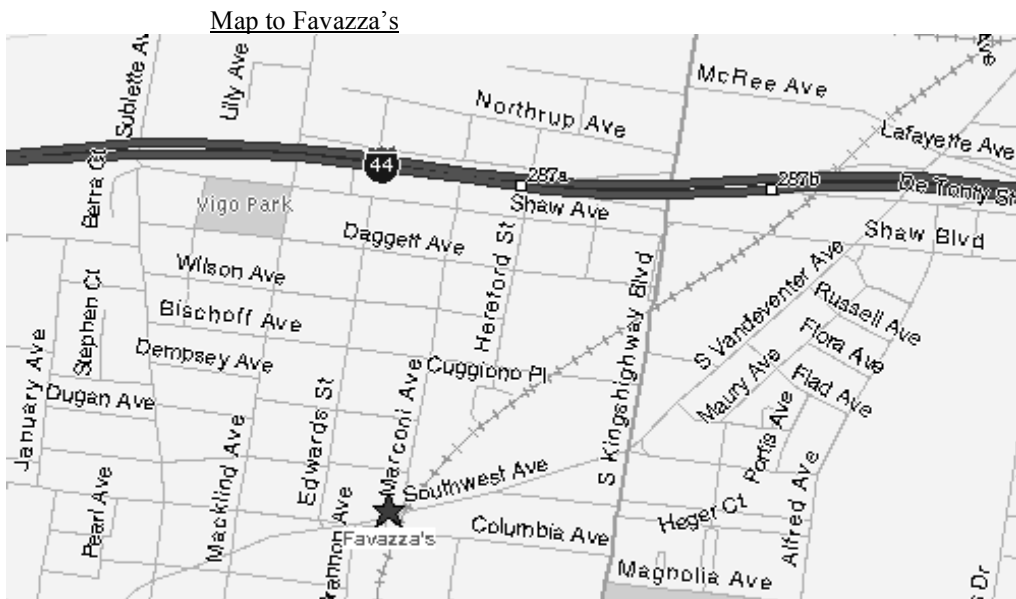
Location: Favazza's
5201 Southwest Ave St. Louis, MO 63139
(314) 772-4454



- 5:30 – 6:00 pm Registration & Social
- 6:00 - 6:15 pm Opening by Section Chair and Introductions of Section Leadership Committee
- 6:15 – 7:00 pm Workshop Program: **“Recertification : What to Do and What Not to Do”**
Presented by Ed Lanser
- 7:00 – 8:00 pm Dinner & Section Business
- 8:00 – 9:00 pm Presentation Program: **“Florissant Valley Quality Program”**
Presented by Ashok Agrawal, Dean of Math, Science, Engineering & Technology Division, and Director of the Emerson Center for Engineering & Manufacturing.

- Cost is **\$20** for Members and Guests; **\$10** for Members between jobs and Students.
- Please register by Friday, September 16, 2005 by calling the Engineers’ Club of St. Louis at (314) 533-9333, sending a fax to (314) 533-9336, or an e-mail to kurt.krispin@engineersclub.net.

Please visit our Website at www.asq-stl.org



Driving Directions:
Take 44 to Kingshighway South
Turn on Southwest going West
Favazza's is on the northwest corner of Southwest and Marconi

Meeting Highlights

PRESENTATION

8:00 – 9:00 pm

September 20, 2005

“Florissant Valley Quality Program”

Presented by Ashok Agrawal,
Dean of Math, Science, Engineering &
Technology Division, and Director of the
Emerson Center for Engineering &
Manufacturing

Dean Ashok Agrawal will present an overview on engineering and technology program offered at St. Louis Community College. The presentation will include detailed information on the college's Quality Technology Associates degree and certificate program. Information will also be provided on the college's partnership with Southeast Missouri State University whereby students can complete both Bachelors and Masters degrees in Industrial Technology at Florissant Valley. He will also talk about the college's international initiative in training 17 Central American students in Quality over the next two years.

Ashok Agrawal is the Dean of Math, Science, Engineering & Technology Division, and Director of the Emerson Center for Engineering & Manufacturing. He holds an MS degree in Materials Science, a second MS degree in Mining Engineering from the University of Kentucky, and a BS degree in Metallurgical Engineering from India. He is a registered Professional Engineer in the state of West Virginia.

He recently led a team of faculty and professional staff in planning and establishment of a \$15 M advanced manufacturing center at the Florissant Valley campus. The center dedicated on November 22, 2004 is named "Emerson Center for Engineering and Manufacturing".

He is the 2003 recipient of the David L. Underwood Lecture Award, and the Governor's Award for Excellence in Teaching. He was awarded the 1996 Fredrick J. Berger Award for Excellence in Engineering Technology Education by the American Society for Engineering Education.

He was also the recipient of 1997 Waldo A. Vezeau Award from the St. Louis Section of ASQ.

Coming next month:

October 18, 2005

“The Integrating Lean and Six Sigma”

Presented by Beth Cudney
from University of Missouri - Rolla

Lean Manufacturing and Six Sigma are both powerful tools to improving quality, productivity, profitability and market competitiveness. Six Sigma is focused on reducing variation using a problem solving approach and statistical tools. Lean Manufacturing focuses on eliminating waste and improving flow using various Lean principles and their respective approaches. As stand alone tools, companies can achieve strong improvements. Using either tool alone has its limitations. However, by combining the Six Sigma DMAIC methodology with lean manufacturing tools, companies have a more appropriate toolkit to address all types of process problems and can reap even more dramatic gains. An integrated approach to process improvement is presented using Lean manufacturing principles and Six Sigma. The approach begins with Value Stream Mapping to identify gaps between the current and future state. Six Sigma is then used to ensure an improvement roadmap with a problem solving approach. Lean manufacturing techniques are used in conjunction for process improvement.

Elizabeth A. Cudney is a Ph.D. candidate at the University of Missouri - Rolla. She received her B.S. in Industrial Engineering from North Carolina State University, Master of Engineering in Mechanical Engineering, and M.B.A. degrees from the University of Hartford. Prior to returning to pursue her Ph.D., she worked in the automotive industry as a Six Sigma Black Belt, Senior Manufacturing Engineer, and Manufacturing Manager. She was also an Adjunct Professor at the University of Hartford where she taught courses on Six Sigma. Beth is an ASQ Certified Six Sigma Black Belt and ASQ Certified Quality Engineer. Beth is the co-Chair for the 2005 Lean Management Solutions Conference and the President of the Lean Division of the Institute of Industrial Engineers.

Elizabeth Cudney, CQE, SSBB
Elizabeth.Cudney@umr.edu

Letter from the Section Chair

Welcome to Section 1304! It is with great pleasure that I look forward to serving as your section chair for the 2005-2006 term. We have several new members on the Leadership Committee this year bringing with them exciting and fresh ideas for creating improved value to our members and the communities we serve while preserving our heritage as one of the strongest ASQ sections in the country. To that end, your Leadership Committee is focused on three principle areas: increasing our membership; increase certifications and refresher course enrollment, and increase the number of members and non-members attending the monthly membership meetings.

The above challenges can't be met by just the few that make up the Leadership Committee. We need the assistance and support from our members. If you would like to volunteer for any one of our three focus areas or special programs such as the Spring Conference, please contact a Leadership Committee member and we'll get you involved. Even if you can't volunteer because of other commitments, you can help by promoting the benefits of being an ASQ member to co-workers, friends, and family members. So please take the time to invest whatever you can in helping your section continue to be a benchmark in the family of ASQ sections.

An upcoming program our section is hosting is the Fall Technical Conference. Brenda Bishop is chairing our section involvement. Volunteers are always needed. Contact Brenda for details. The registration brochure or link will be posted on our web site for those who have an interest in attending. Based on the quality of speakers, this should prove to be a very valuable learning experience for those that are statistically savvy.

The Leadership committee has been busily putting together our section plan and programs for the upcoming year. Below is a summary of activities and leadership committee members:

- New Certification Chair Kimm Parker will be happy to answer any questions regarding certification and refresher courses. Recertification should be addressed to Ed Lanser.
- New Program Chair Kathleen Knecht is developing an outstanding lineup of speakers and workshops for our monthly membership meetings. If you have any ideas for speakers, topics or programs, please contact her.
- Arrangement/Scholarship Chair Tony Indihar always seems to find good food and great facilities for our monthly membership meetings, and we appreciate his diligent work on coordinating candidates and managing the selection process for our annual scholarship award.
- Membership Chair Tom Heusler is focused on welcoming new members and inviting them to attend our monthly membership meetings.
- Chair-Elect Chris Anderson along with SMP Chair Tom Peterdy have been busy putting together the section business plan and goals. Chris will be the Spring Conference Chair and will be looking for volunteers and workshop ideas.
- New Treasurer William Meyer, John Seibold Auditing, Brenda Bishop past Chair, and I are in the process of closing the 2005-2006 financials. William is charged with developing this year's budget and has already presented the draft to the LC. Brenda, along with her closing of the books duties is our section chair for the Fall Technical Conference. Contact her if you would like to volunteer.
- Cheryl Ferguson Newsletter Chair is busy putting together our newsletters and tri-folds for the 2005-2006 term. Watch for program announcements, job listings and other valuable information throughout the year.
- Our other LC members, Dean Greathouse Secretary, Don Denk Placement, Bob Deufel (Dr. Bob) Historian, Jim Ebone Examining, Ed Lanser Recertification, Steve Mundwiller Publicity Chair, Loree Rowe Awards, and of course Eric Schellenberg Internet Liaison are all busy ensuring that we have good communications with our members and meeting a variety of needs and expectations that keep our section going.

On behalf of the Leadership Committee I wish to extend a special thanks to Sally Young for her years of service to this section. Although we will deeply miss her involvement on the LC, she is working behind the scenes to help strengthen our section. In addition, I would like to personally thank past chair Brenda Bishop for her tireless work in leading our section last year and her continued involvement as past chair.

Rob Herhold, CQM Section Chair, ASQ 1304

Welcome New Members in July 2005

Anica E Addison
 Scott L. Baima
 Estella M. Brooks
 Caroline Marie Cue
 Dan W. Daberkow
 Wendy Decker
 Barbara H. Duemler
 Barry W Garber
 Jad GB Jadunath
 Richard F. Kane
 Wayne M. Kay

Patricia E. Maksimovich
 Sylvester McClain
 Renee Miller
 Cesar A. Montiel
 Bill Moore
 Kathleen Nagy
 Stan G. Ormbrek
 Kenneth L. Seise
 David A. Towne
 Keith I. Walker
 Michael L. Young

Congratulations to those who passed the test and earned ASQ Certifications

March-05		June-05	
Certification	Name	Certification	Name
SSBB	Nick Ristevski	CCT	Bayer, Charles F. Dahn, James L.
CRE	Brenda Bishop		Hartsock, Robert L. Theilen, Duane A. Wiegert, Mark A.
CQM	Kness, Ross S. Lundy, Kevin A. Perkins, R. Gary Thompson, Rodney M.	CQIA	Davis, Frances S. Gordon, Randall D. Sanders, Eric W. Searcy, Catherine Sikorski, David A. Welch, Michael W. Winberg, Linda S.
CQT	McLeese, Marcus J.		
CQE	Stolzer, Alan J.		
CQA	Bauer, Brian J. Steckel, Richard J.	CSQE	Clooney, Julie A.
		CQE	Hickman, Holly Meyer, Gabriel Jonathan
		CQA	Almstedt, William A. Anderson, Chris J. Bell, Alan M. Brenson, Diana Duffy, John B. Hirni, Kamara Lynn Mercer, Vicki L. Stuckey, David M. Templeton, Catherine M. Thompson, Rodney M.



ASQ CERTIFICATION EXAMS

(To learn more about certifications visit www.ASQ.org)

Exam Date	Exam Application Deadline	Exams Offered
October 11, 2005 (Minnesota Quality Conf.)	September 16, 2005	CCT, CQA, CQE, CQIA, CSQE, CSSBB
October 22, 2005	August 19, 2005	CRE, CQT, CMI, CQM, CQA-Biomed / HACCP, CSSBB
December 3, 2005	October 7, 2005	CCT, CQA, CQE, CQIA, CSQE, CQPA
March 4, 2006	January 13, 2006	CRE, CQT, CMI, CQM, CQA-Biomed / HACCP, CSSBB

CERTIFICATION EXAM REFRESHER COURSES

Course	Test Date	Course Sign-up Deadline	Proposed Course Dates	Course Length	Instructor
CSSBB	Oct 22, 05	Aug 10, 2005	8/24/05 – 10/12/05	8 weeks (Wed)	Nick Ristevski
CQA-Biomed / HACCP	Oct 22, 2005	Aug 10, 2005	8/25/05 – 10/13/05	8 weeks (Thu)	Steve Mundwiller
CRE	Oct 22, 2005	Aug 10, 2005	May be offered if registration warrants and if an instructor is available.		
CQT	Oct 22, 2005	Aug 22, 2005	9/6/05 – 10/11/05	6 weeks (Tue)	TBD
CMI	Oct 22, 2005	Aug 22, 2005	9/6/05 – 10/11/05	6 weeks (Tue)	Stephanie Williams
CQM	Oct 22, 2005	Aug 10, 2005	8/24/05 – 10/12/05	8 weeks (Wed)	Bob Deufel
CCT	Dec 3, 2005	Sept 19, 2005	10/5/05 – 11/23/05	8 weeks (Wed)	Dale Lanser
CQA	Dec 3, 2005	Sept 19, 2005	10/6/05 – 11/24/05	8 weeks (Thu)	Steve Mundwiller
CQE	Dec 3, 2005	Sept 19, 2005	10/5/05 – 11/23/05	8 weeks (Wed)	Bill Bischof
CQIA / CSQE / CQPA	Dec 3, 2005	Sept 19, 2005	Courses may be offered if registration warrants and if an instructor is available.		

- The refresher courses are taught by instructors who are certified in the specific area. The classes review what is in the body of knowledge (BOK) for the given certification in preparation for the exam. The body of knowledge is listed on ASQ National's web site as well. The instructors will also review the type of test questions the student may expect and possible scenarios for questions. You **MUST** register and pay for the exams through ASQ National by way of the website www.asq.org or 1-800-248-1946.
- The schedule of classes and a Class Registration Form can be found on the local website at www.asq-stl.org. The exact dates and location will be confirmed upon receipt of the form. Classes are tentatively scheduled from 6-9pm at Florissant Valley Community College. Classes will not be held unless we have a minimum of 5 people. If your company is interested in sponsoring a class at their location, please contact us. The 5 person minimum still applies.
- We're always looking for instructors. The requirements are that you must be certified for the material you're teaching and must not have participated in development of the certification tests.
- For more information on classes, exam locations & proctoring, email [Kimm Parker at parkerk@gknstl.com](mailto:kimm.parker@gknstl.com). You earn 0.5 RU points for each day you proctor. All tests have tentatively been scheduled for the St. Louis Engineer's Club.

ASQ RECERTIFICATIONS

Please mail your journals to:

Ed Lanser
17868 Suzanne Ridge Dr
Wildwood, MO 63038-1471

Please get your journals to Ed on schedule, as it is easier to do the journal than to retake the test. You should receive a confirmation letter within two weeks, if not please contact Ed. For more information on how to recertify please contact ASQ National in Milwaukee, WI. Their web site is: <http://www.asq.org> and their phone number is 1-800-248-1946.

PLEASE SEND PACKAGES THROUGH THE UNITED STATES POSTAL SERVICE ONLY!

RECERTIFICATION JOURNAL CHECKLIST

- ✓ Support material will not be returned so only send **COPIES** of your data, **DO NOT** send originals
 - ✓ Support material should be organized by Recertification category
 - ✓ SIGN the application and provide both work and home phone numbers in the areas provided
 - ✓ If TEACHING is part of your regular job, you cannot take credit for that activity in both Instructor and Employment Recertification categories. Double dipping **NOT** allowed!
 - ✓ If you are synchronizing certifications, make sure that you have enough RUs to cover all certifications
 - ✓ Include a check payable to ASQ (this goes to National, NOT Section 1304)
- Prices are as follows: ASQ Member, 1 Certification - \$30
 Non-ASQ Member, 1 Certification - \$50
 2 or More Certificates, Member/Non-Member - \$50

Certification Refresher Course Registration

Check the box for the desired course. Courses will not be held unless a minimum of 5 register. Please sign up for courses as soon as possible. Sign-ups may not be allowed after the course registration cut-off date.

Certification	Reg. Deadline	Course Dates	Course Length	Exam Date
<input type="checkbox"/> CSSBB	Aug. 10, 2005	8/24/05 – 10/12/05 (Wed)	8 weeks	Oct 22, 2005
<input type="checkbox"/> CQA-Biomed / HACCP	Aug. 10, 2005	8/25/05 – 10/13/05 (Thu)	8 weeks	Oct 22, 2005
<input type="checkbox"/> CRE	Courses may be offered if registration warrants and if an instructor is available.			
<input type="checkbox"/> CQT	Aug. 22, 2005	9/6/05 – 10/11/05 (Tues)	6 weeks	Oct 22, 2005
<input type="checkbox"/> CMI	Aug. 22, 2005	9/6/05 – 10/11/05 (Tues)	6 weeks	Oct 22, 2005
<input type="checkbox"/> CQM	Aug. 10, 2005	8/24/05 – 10/12/05 (Wed)	8 weeks	Oct 22, 2005
<input type="checkbox"/> CCT	Sept 19, 2005	10/5/05 – 11/23/05 (Wed)	8 weeks	Dec 3, 2005
<input type="checkbox"/> CQA	Sept 19, 2005	10/6/05 – 11/24/05 (Thu)	8 weeks	Dec 3, 2005
<input type="checkbox"/> CQE	Sept 19, 2005	10/5/05 – 11/23/05 (Wed)	8 weeks	Dec 3, 2005
<input type="checkbox"/> CQIA <input type="checkbox"/> CSQE <input type="checkbox"/> CPA		Courses may be offered if registration warrants and if an instructor is available.		Dec 3, 2005

Name:	
Company:	
Address: Home <input type="checkbox"/> Office <input type="checkbox"/>	
Phone:	(Office) _____ (Alternate) _____
Email:	
Job Function:	

Refresher course **registration** and **fee** of \$300 must be received by the deadline date, which is a minimum of **2 weeks** prior to the refresher course start date. Refresher course registration deadline and schedules can also be viewed online at www.asq-stl.org. This course registration form is also available on the local website. This form may be completed electronically and submitted via email at the below address or via fax upon notification. A complete registration form and full payment must be received prior to the registration deadline to be officially registered for the class. Checks **MUST BE** made payable to: **St. Louis Section ASQ 1304**

Mail to:	Kimm Parker
Email:	Parkerk@gknstl.com
Phone:	314.264.3545
Fax:	314-264-3140

Certified Quality Manager Exam Being Renamed

The role of quality professionals is evolving at all levels, and the role of the Quality Manager is no exception. To acknowledge this change and broaden the scope of the examination, the name will change.

The Quality Management Division surveyed current Certified Quality Managers and other recognized subject matter experts. The results indicated that not only has the Body of Knowledge for Quality Managers changed, but the name of the program itself must be updated to reflect the broader scope of this position. With the approval of the ASQ Certification Board, the Certified Quality Manager program will become the new Certified Manager of Quality/Organizational Excellence (CMQ/OE), effective with the March 2006 administration.

If you are a current Certified Quality Manager, you will retain that title until it is time for you to recertify. Once you meet the recertification requirements, you'll be sent a new card and certificate that reflects the new name. The Certified Manager of Quality/Organizational Excellence (CMQ/OE) is a professional who leads and champions process improvement initiatives in small businesses or multinational corporations that can have regional or global focus in a variety of service and industrial settings.

49th Annual Fall Technical Conference

Statistics: The Gateway to Improved Quality

PROGRAM

This conference is the premier forum to discuss topics at the interface of statistics and quality. The goal is to engage researchers and practitioners in a dialogue that leads to more effective use of statistics to improve quality. The conference will serve to bring innovations in statistical methodologies and quality tools to the forefront. There will be topics covered including [SPC](#), [DOE](#), [Multivary](#), [Six Sigma](#), [Measurement Systems](#), and [Reliability](#).

PRE & POST - CONFERENCE SHORT COURSES

4 short courses will be offered. The fee for each course includes coffee breaks and lunch. Registration is limited.

Better Industrial and Scientific Experiments by James M. Lucas (\$250) – Wednesday, October 19th.

Learn how to run better industrial experiments for quality and process improvement or scientific experiments to answer important questions (hypotheses) from a world-class experimenter.

Statistical Engineering by Stefan Steiner (\$250) – Wednesday, October 19th.

Statistical Engineering (SE) is an algorithm and a collection of data-based strategies and tools designed to improve the performance of high to medium volume manufacturing processes. The key step is the appropriate selection and efficient application of one of seven variation reduction approaches: fix the obvious using knowledge of a dominant cause of variation; desensitize the process to variation in a dominant cause; feedforward control based on a dominant cause; feedback control; make the process robust; 100% automated inspection; move the process center closer to target.

Generalized Linear Models in Industry by Timothy J. Robinson and Christine Anderson-Cook (\$250) - Saturday, October 22nd.

The purpose of this course is to provide instruction on the use of generalized linear models and to illustrate their use via examples from industry. Specific topics include the connection of generalized linear models to approaches utilized in linear regression analyses, logistic regression, Poisson regression and over dispersion.

Optimal Design of Industrial Experiments by Peter Goos (\$250) – Saturday, October 22nd.

Experimenters are often faced with practical difficulties when running standard experimental designs like factorial designs or central composite designs. These difficulties - which include, for example, the limited availability of time,

restrictions on the levels of the experimental variables and the simultaneous presence of qualitative, quantitative and/or mixture variables in the study - make it hard to design the experiment. However, tailor-made experimental designs for these situations can be constructed using the optimal design approach.

October 20-21, 2005

Hilton St. Louis Airport

Co-sponsored by:
American Society for Quality:
Statistics Division

Chemical and Process Industry Division

American Statistical Association:

Section on Physical and Engineering Sciences
Quality & Productivity Section



REGISTRATION

Fees:

- Two Days \$285
- Thursday, October 20 only \$240
- Friday, October 21 only \$240
- Student (ID Required) \$100
- Pre or Post Conference Short Course (each)..... \$250
- Late Registration Fee (**after September 16**) \$ 25

Look for your brochure to be mailed to you or you can visit the Conference website:

<http://www.asq.org/cpi/conferences/>

To register by **Phone:** ASQ Customer Care:
800-248-1946

For other registration questions, contact the Registrar:

Holly Hickman

E-mail: Holly.Hickman@Anheuser-Busch.com

Phone: (314) 957-0766

Advertising

The St. Louis Section Board has determined that advertising will be allowed in The Measure under the following guidelines.

The Full Advertising Policy will be supplied at the time the interested party contacts the Newsletter Editor (preferably by email):

- Must be Quality related and of usefulness to the members of the ASQ St. Louis Section 1304
- Approved by the Newsletter Editor and the Section Chair
- Submit to the Newsletter Editor by the Friday of the 1st week of the month preceding the month of publication. (Preferably ads are submitted computer ready)
- Prices are as follows: Full Page (7 x 9 ½ inches) \$350 per month. Half Page (7 x 4 ½ inches) \$100 per month. One-third Page (7 x 3 inches) \$65 per month. Business Cards (3 ½ x 2 inches) \$45 per month. 2 Business Cards will be considered 1/3 page. An additional \$25 fee applies if the item must be made computer ready.

ASQ's Each One Reach One Program

- Participate in ASQ's member referral program and share your passion for quality.
- When you promote ASQ's mission among your colleagues by recruiting new members, you share access to a wealth of opportunities for learning and knowledge exchange. Through the Each One Reach One program, you can utilize and strengthen your leadership skills, receive recognition, and earn rewards.
- ASQ's Each One Reach One program really works – over 50% of ASQ's new members last year were referred by current members.

Recruiting Benefits You

Member recruitment allows you the opportunity to create your own network of professionals who share common interests. Recruiting new members shows your commitment to quality. You'll help your colleagues receive information they need to advance and succeed in their career. Growing our membership provides you with increased opportunities for networking and access to expertise and new ideas. And you also have the opportunity to earn rewards!

Recognition

ASQ rewards individual members who become strong quality advocates and actively invite and recruit colleagues to become ASQ members. In addition to the opportunity to earn rewards, you will receive a thank you postcard or e-mail when someone you sponsor becomes a new member. The Century Club Award is presented every spring to members who recruited 100 new members during their years with ASQ.

How to Recruit New Members

Recruiting new members is easy. Provide colleagues and friends with an application from the *Quality Progress* magazine, or direct them online at www.asq.org. Make sure your name and member number is added to the referral section of the application, so you qualify for the rewards.

Your commitment to quality and your participation in ASQ's Each One Reach One program is appreciated.

You may download referral cards to pass along to prospective members, or order cards by calling 800-248-1946 or 414- 272-8575 and requesting item #B1335.

Tips for Recruiting New Members

- Show your colleague or friend the benefits of ASQ membership.
- Invite them to attend a Section meeting
- Share your copy of *Quality Progress* magazine
- Show them the resources available on My ASQ area of www.asq.org or your Forum or Division web site
- Tell them how you've benefited from ASQ membership

Who Should I Recruit?

Anyone! ASQ membership isn't just for people with "quality" in their job title. ASQ has resources available for a variety of industries, including healthcare, manufacturing, government, and service. With ASQ's various types of membership, anyone can find the right level of involvement with ASQ.

Recommend Student membership to a young person pursuing a degree. Suggest membership to an up-and-coming professional in your company who could benefit from quality tools and resources. Anyone who is interested in quality can help grow our community.

Join the movement!

With a membership to ASQ, you are part of the world's largest Quality community. Your membership provides you access to people, tools, and ideas that stimulate improved performance and results through quality.

Advertisement

10% Off St. Louis 10% Off ISO Auditor Training Classes

Local St. Louis based certified ISO training and business process design classes now available.

ISO 9000 Quality Management

Auditor/Lead Auditor	4-Days	\$1,595	17-20 OCT
Implementation	3-Days	\$1,195	8-10 NOV
Internal Auditor	2-Days	\$895	12-13 NOV
On-Line Foundation	6-User	\$720	Internet
On-Line Foundation	1-User	\$195	Internet

ISO 22000 Food Safety Management

Auditor/Lead Auditor	5-Days	\$1,595	24-28 OCT
Implementation	3-Days	\$1,195	19-21 OCT
Foundation	1-Day	\$395	19 OCT

ISO 14000 Environmental Management

Auditor/Lead Auditor	5-Days	\$1,595	CALL
Internal Auditor	2-Days	\$895	CALL
EHS Hazard Chemical	1-Day	\$395	CALL
Foundation	1-Day	\$395	CALL

ISO 18000 Occupational Health & Safety

Auditor/Lead Auditor	5-Days	\$1,595	CALL
Internal Auditor	2-Days	\$895	CALL
Foundation	1-Day	\$395	CALL

ISO 13485 Medical Devices

Auditor/Lead Auditor	5-Days	\$1,595	CALL
Internal Auditor	2-Days	\$895	CALL
Foundation	1-Day	\$395	CALL

ISO/TS 16949 Automotive Management

Internal Auditor	2-Days	\$895	CALL
Foundation	1-Day	\$395	CALL

AS9100 Aerospace Management

Internal Auditor	3-Days	\$1,195	CALL
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Quality Tools & Techniques

How to Create Well-Defined Processes			
Procedure Writing	2-Days	\$995	15-16 SEP
How to Align a System of People & Processes			
Improvement	3-Day	\$1,595	28-30 SEP
How to Build Buy-In	1-Day	\$895	21 OCT
How to Build Buy-In	1-Day	\$895	8 DEC

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Simplifying Consistent Results

ASQ members use code "ASQ" to save 10% off any class or manual product at Bizmanualz.com.

Advertisement

Member Value Discussion Groups

Assign Dollar Value to Membership in ASQ

How much is an ASQ membership worth? An average of **\$6,625**, according to members who explored that question in two member value discussion groups held in Seattle at ASQ's World Conference on Quality and Improvement.

Randomly selected members attending the World Conference were invited by ASQ to work with Rigsbee Research to participate in one of the two discussion groups. ASQ member leaders were not included in the invitation. The research emphasis was on dialogue with and value assessment work with everyday Regular individual members.

In each discussion group, members listed the benefits they feel they as individuals receive from belonging to ASQ. Using consensus methods, they then agreed on the yearly sustainable dollar value of each benefit listed, and the dollar values for each benefit were added together to arrive at the yearly sustainable dollar value of ASQ membership.

"Having this information will help ASQ members demonstrate the value of ASQ membership to their employers and to potential new members," said Laurel Nelson-Rowe, ASQ staff managing director. "We will be extending this research activity through online information gathering and other steps to help members understand the wide scope of valuable features, services and benefits available through ASQ."

Both groups assigned the highest value return to certification. Other benefits that received high value scores from both groups were section involvement and networking. Participants mentioned several benefits for which they were unable to assign a specific dollar value. These benefits included: Employment opportunities listed on ASQ's Web site, Team competitions, Koalaty Kid, Lobbying, Baldrige participation, and Bundled quality topics.

"Since participants did at least recognize these items as benefits, ASQ now has an opportunity to demonstrate their value to all members," said Rochelle Dickinson, ASQ's manager of market research, who coordinated the study and compiled the results. For additional information, see <http://www.asq.org/media-room/news/2005/07/06-member-value.html>.

Table 1 (Monday, 5/16/05 session)

BENEFIT	VALUE
1. Access to members only website	\$100
2. Networking	\$2,500
a. Sharing "war stories"	
b. Talking to SMEs	
c. Forums - Live & online	
d. Partnerships with state quality programs	
e. ASQ meetings	
f. Opportunities to become judges (ASQ / state level)	
g. Friendships/mentoring	
3. Certifications (each)	\$3,000
4. Quality Progress magazine	\$100
5. Employment opportunities (ASQ.org website)	\$0
6. Section involvement	\$500
a. Access to tours (local Section level)	
7. Division involvement	\$500
a. Division membership - Industry specific	
b. Division publications	
c. Division membership - Subject specific	
d. Technology advancement	
8. ASQ publications (books)	\$100
9. ASQ education options	\$100
10. Seminar discounts	\$200
11. Team competitions	\$0
12. Koalaty Kid training	\$0
13. Volunteer leadership opportunities	\$1,000
a. Leadership training	
TOTAL:	\$8,100

Table 2 (Tuesday, 5/17/05 session)

BENEFIT	VALUE
1. Recognized certification	\$1,000
2. Research materials	\$500
3. Networking	\$500
4. Job listing service (ASQ.org)	\$0
5. Information on standards	\$100
6. Training	\$250
7. Quality Progress magazine	\$100
8. Peer recognition	\$100
9. Comparing quality practices other industries	\$0
10. Professional credibility/Salary improvement	\$0
11. Conferences/meetings	\$1,000
12. Future of quality awareness	\$0
13. Sections (Plant tours, Discussion groups, Local cert testing, Local training, Opportunity to see speakers at low cost, Joint sessions with other organizations, Sharing problems)	\$500
14. International coordination	\$50
15. Quality Press (books)	\$200
16. Represent on standards writing committees	\$0
17. Opportunities for involvement & leadership (Opportunity to be a presenter)	\$100
18. Chance to help community	\$0
19. Lobby organization	\$0
20. Koalaty Kid, etc...	\$0
21. Baldrige participation	\$0
22. Technical committees	\$0
23. Visibility to own company	\$100
24. Divisions/Forums	\$100
25. Award opportunities	\$0
26. Opportunity to influence external organization	\$0
27. Team competitions	\$0
28. Demonstrating commonality of quality tools	\$0
29. Influencing educational curriculum (Support student sections)	\$100
30. Peer support/mentoring	\$200
31. Quality cultural shift within companies	\$0
32. Credibility with customers	\$250
33. "Bundled" quality topics	\$0
TOTAL:	\$5,150

Employment Opportunities

Two suggested websites: www.asq.org and www.stlouisbestjobs.com.

Position / Location	Contacts
Quality Engineering and Manager Tucson, AZ and Azusa, CA	Rain Bird is experiencing tremendous growth. We are currently recruiting to fill a number of Quality Engineering/Management positions. Business Unit Quality Manager – Tucson, AZ http://jobs-rainbird.icims.com/rainbird_jobs/jobs/candidate/job.jsp?jobid=1186&mode=view Senior Quality Engineer – Tucson, AZ http://jobs-rainbird.icims.com/rainbird_jobs/jobs/candidate/job.jsp?jobid=1097&mode=view Plant Quality Manager – Azusa, CA http://jobs-rainbird.icims.com/rainbird_jobs/jobs/candidate/job.jsp?jobid=1167&mode=view Senior Quality Engineer – Azusa, CA http://jobs-rainbird.icims.com/rainbird_jobs/jobs/candidate/job.jsp?jobid=1212&mode=view
Supplier Quality Engineer Milwaukee	Fax resume to Attn: Recruiter 262-335-0625. You may also e-mail your resume to info@eganassociates.com . Faxes are preferred and viewed sooner. If e-mailing, please indicate "Supplier Quality Engineer," and "Your Name" in the subject line.
Quality Engineer South Hill, Virginia	Narricot Industries, LP. Contact Sharon Jones at 434-447-7629 or 919-656-5197.
Auditors	Contract auditors are needed in the Midwest to conduct FPA-SAFE audits. RQA, Inc. 7900 S. Cass Avenue Darien, IL 60561 PH 630-512-0011 x126 CL 630-440-0832 FX 630-515-9037 r.jacobs@rqa-inc.com www.rqa-inc.com
Various	DNV Certification, Inc. is seeking IRCA or RABQSA Quality Auditors or Lead Auditors. Submit qualifications to houstonhr@dnv.com

Detailed information on the above positions can be viewed at our web site at www.asq-stl.org. Details can also be obtained by email or fax from our placement chair, Don Denk by leaving a voice mail at 636-861-1272, 636-448-0976 (cell) or dondenk@earthlink.net. (email inquires are preferred and will usually get a faster response.)

ASQ Customer-Supplier Division Road Show In St. Louis. October 24 - 25, 2005 Customer-Focused Satisfaction Measurement

Taught by Jeff T. Israel

St. Louis Holiday Inn – Airport North
4545 N. Lindbergh Blvd.
Bridgeton, Mo 63044
314-731-2100

The seminar is worth 1.6 RU's. Cost is \$750 per participant. Deduct \$150 is registering before September 23 or for 3 or more from the same company (no more than one discount may apply per registrant). Fees include Continental Breakfast, Lunch, Course Notes and a copy of the book: *Improving Your Measurement of Customer Satisfaction* by Terry Vavra.

TOPICS INCLUDE:

Customer-Focus Foundations, Overcoming Resistance to Change, Match Approach to Purpose, Customer Identification, Characterizing the Service Process, Identifying the Customer Requirements, CSM Surveys, and Mastering Service Performance.

As a community, the Customer Supplier Division is interested in improving supplier performance and increasing customer satisfaction. Information about their courses, dates, cities, and registration may be found at the CSD website: <http://www.asq.org/cs/courses>.



How to Write Procedures to Increase Control

By Chris Anderson, CQA
ASQ 1304 Chair-Elect

Why are you developing policies and procedures in the first place? Common answers include to:

- Decrease training time.
- Increase consistency.
- Fulfill compliance requirements.
- Present risks, hazards, and lessons learned.
- Communicate effectiveness measures.
- Retain and transfer knowledge.
- Document improvement and change.
- Decrease error rate.

Procedures and Management Control

Aren't procedures really about decreasing variability? As we decrease process variability we increase process control. Management wants control. Process controls, internal controls, or controlled outputs. Policies and procedures provide the foundation for control that management wants and that regulators or auditors demand. Only now, the importance of management control has increased due to the attention being given to corporate governance, of which internal control is considered to be a critical element.

Compliance Drives Procedures

Compliance only increases, it never decreases. Recently we've seen accounting procedures required by Sarbanes Oxley legislation to combat fraud or misrepresentation. In manufacturing, procedures are needed for ISO 9000 Quality conformance. The FDA requires Good Manufacturing Practices (GMP) or Good Laboratory Practices (GLP). But compliance is a symptom not a cause. To get to the root cause for procedures we need to look at what needs to be in control in the first place.

Processes, Procedures and Control

There are three types of processes that exhibit varying levels of control: ballistic process, controlled process and adaptive process. A ballistic process is the most common. Anytime you feel frustration with a process and you have no way to provide any feedback to correct the problem you are encountering a ballistic process. Notice how we talk about process versus a procedure. That is because a process consists of one or more procedures. In the simple case a process may consist of only one procedure.

Ballistic Process

The dictionary defines ballistic as "characteristic of the motion of objects moving under their own momentum". When used to describe a procedure or process it means that the procedure only cares about getting its own work accomplished and it is not interested in your input.

Perhaps you have seen this in school in the educational process. The teacher presents the material anyway they want. If you don't understand it then it's your problem. Typical symptoms of this behavior include the need for tutoring, students falling behind, failing, studying harder or losing interest and leaving the class. There is a better way...

Controlled Process

When we talk about control we do not mean as in dominance or power. Process control comes from

systems theory "where the inputs of the system are manipulated or transformed to realize an expected output of the system". The key here is to monitor the inputs and outputs and make corrective changes to the process in order to achieve the desired output or transformation of those inputs. How would this work for our classroom teacher?

In this case, the teacher would present their material and then check the students understanding. If the student was not absorbing the material as expected (expectations based on statistical modeling of past student behavior) then the teacher would take corrective action to fix the process, not the student.

An important concept was just introduced regarding a controlled process. Note that a controlled process adjusts the process to compensate for the variance of student behavior, while a ballistic process requires that the student adjust their behavior to compensate for their learning problem.

Obviously a ballistic process is easier to create and use. It requires a lot less work on the part of the teacher. All the teacher has to do is present their material and if the student doesn't learn then it's the student's fault, not the teacher. With a controlled process, the teacher has to figure out why the student is not learning as expected. The key is understanding what is expected by the system. Therefore, we need data on past student performance in order to understand what changes to make to the process or system.

I know some of you might be thinking that the student is not ready for this class. Ok, then the system change is the student should acquire the appropriate prerequisites to pass the class. This is not the same as attending tutoring or studying harder. Both of these are in process rework measures. Adding prerequisites change the input specifications.

So if we are responsive to our students needs and the process is changing, are we done? Not yet, there is one more level to the evolution of control. The need to adapt.

Adaptive Process

The ultimate process is one that learns. We call this an adaptive process that "can change over time to improve effectiveness". The idea is to review all the changes being made to the process required to compensate for the student learning variance. Are the right changes being made? Are enough changes being made? How has the environment changed? One must step back and look beyond the process.

Perhaps the learning methods employed are 20 years old and new methods have been invented or new technology has come out. Overtime, with enough input data and enough process changes we will eventually reach a limit to the process' effectiveness. The changes will become so incremental that they may not be worth the effort to change. In this case it is time to adapt or evolve to a new state.

We need to look at methods and technology that can improve the process. This may include an entire course redesign. One must be open to new ideas and not cling to the old ways if you can demonstrate the new ideas are more effective. As you might expect, an adaptive process is the hardest.

Management Systems Control

Sure procedures provide control but what kind? Organizations are systems that require systems controls. But if you don't understand systems theory then you might be inclined to interpret management control as dominance or power. But, this is not really control at all. A ballistic process is about dominance. A controlled process is about achieving an expected outcome. But the adaptive process is about the future, achieving an expected vision for your organization, and delivering the ultimate control management is really seeking. Which kind of processes are you building when you write your procedures?

2005 – 2006 ASQ St. Louis Section 1304 Section Leadership Committee Directory

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