

Quality Progress Discussion Board Archive (2 of 2)

Share your ideas and observations about articles, columns, letters and other material published in the magazine.

January 1, 2004 – June 26, 2004

18377 Process Improvement

Fred Brown

Jun-25-04

Mike Bolton's article is like a breath of fresh air in what too often can be a lot of hot air. Mike's writing goes to the heart of what must come into play when an organization wants to improve. ATC started with the organizational culture and choose tools that could be used by those in the culture. This approach is a good one. Frequently tools are chosen and then attempts are made to change the culture. Not a good idea! Kind of "Here is the solution what's your problem?" approach. It was very interesting how different tools were selected to fit ATC's needs. Trying to "force fit" a tool set into a culture is apparently not considered a wise choice by ATC and I fully agree. Continuous improvement is evident and it is clear they wanted to do that with the input and help of their employees. Maybe they have some future Black Belts in the making but by the efforts they exert not from an expensive crash course in tool oriented training. One day maybe the training will be the right thing to do?

18376 Re: Letter: Response to Comments on Book Excerpt

ASQ Staff

Jun-25-04

JOHN BROOMFIELD'S RESPONSE:

I did not misinterpret your article. I merely read it. By making the QAC responsible for ensuring conformity you are telling the managers, supervisors and empowered employees that ensuring conformity is not their responsibility. The responsibility for ensuring conformity is first with the people who are accountable for performance and that is the operator, supervisor and manager. As an auditor the QAC verifies how well the system is helping the employees to do their work. The QAC cannot be responsible for ensuring conformity. The QAC may be responsible for reporting the degree of conformity or for assuring conformity (as in quality assurance - providing confidence that requirements will be met). You may say the right thing elsewhere in your book but your deeds speak louder than your words. Your recommended manual is not written for the users of the system so they understand how their system works. Like most manuals, it is a rewrite of the standard and as such is written for primarily for the auditors. To specify the system is to say "shall", to describe the system is to explain how the system actually works (using the present tense). This is not a matter of mere semantics. In your reply below you say that the manual must describe the organizations' existing processes. This means that you describe "what is" not specify what "shall be."

John Broomfield

jbroomfield@aworldofquality.com

18375 Letter: Response to Comments on Book Excerpt

ASQ Staff

Jun-25-04

Please allow me reply to the letters to the editor printed in the May 2004 & June 2004 issues of QP regarding the excerpt from my book, "A Practical Quality Manual Explained" in the March 2004 issue of QP (p. 21). All the comments have merit, the problem is that in printing one chapter of a book, there are several others that are left out and, in this case, all the points are discussed in detail elsewhere. Carlos Pereira da Cruz's comment (in May's issue, p. 8) regarding system manuals not quality manuals is dealt with in Chapter 1. "There is nothing in the ISO system that says you have to follow the ISO 9001 layout".develop a matrix ?? Indeed, the first sentence of the article says ?? the content of your quality manual should reflect the requirements of ISO 9001, though it does not need to match the format.? I think the point overlooked here is that the title of the extract was "Basic Requirements of a Quality Manual." Where companies have existing documented quality or process systems, then developing a reference matrix is recommended. The article (and book) is designed to assist those who have not documented their system sufficiently to do that. In a similar vein, registrars are now asking companies to undertake process audits, as opposed to the elemental audits in ISO 9001:1994. This is fine if you have lots of experience in auditing and are familiar with all aspects of the company's systems. Otherwise, I recommend you start small and audit sections of the system (e.g. 5.2 and 7.2 can be audited together.) When you have the experience, then you can start process audits. Concerning John R. Broomfield's comments (May issue, p. 8), that I make it look like the manual is written for the auditors, I frequently state in the book that it is your system and must work for you. The Preface states ?? it must be your system and it must work for you? The final document must reflect your organization's processes, if it does not, then the exercise is pointless.? His comment regarding the QA Coordinator's ??full authority and final responsibility for ensuring all activities conform to the quality management system.? has I believe been misunderstood. The key word in the sentence is "ensuring," I do not propose here, that the QAC is responsible for anything other than ensuring that others comply with the requirements, which is generally done through the audits, not by direct intervention with employees under the responsibility of other managers. His comment "... manuals no longer specify the QMS they describe it,?" is a matter of semantics. If you are describing a system are you not specifying it? Both Broomfield and Paul Oleska (June QP, p. 12) comment on the policies shown in the article. The policies are as stated, examples only, yours do ?? not need to be as detailed as the examples, which are long because I've tried to provide as much information as possible.? Oleska's other point regarding signatures is a valid one but his argument is tortuous. His question, if one individual is assigned responsibility to make or coordinate all revisions, and if that individual conforms to the policy regarding the approval of revisions, then would all subsequent revisions would be approved, begs the question, who approves the policy in the first instance? Whether or not a signature is required, the point being made, though obviously not well enough, is that senior management must be kept informed of, and have input to any changes to the

system.

Kevin R. Grimes

krgrimes@nb.sympatico.ca

18341 CEO thoughts on quality

Arthur Michel

Jun-13-04

What do CEOs think about quality? Great article- and demonstrating that large numbers of companies don't recognize or apply quality principles or tools regardless of the facts and data that can be acquired about the positive impact those principles and tools have. My assumption is that the companies missing the message are "too busy doing business" to learn. I suggest that articles like this will lead to greater understanding of the characteristics of management- in particular how they "learn" and "listen" if I can be liberal with those terms. By knowledge of those characteristics, the community of quality practitioners should be able to develop strategies for communication, influencing and ultimately gaining recognition for practitioners for contributions to organizations. One day a seat at the strategy table could be forthcoming, who knows? I hope more of these surveys and analyses will be forthcoming. I would rather spend my dues on the opportunity to gain insights to the thinking of decision makers, and thereby improve influence, than have even one more quality tool in my holster. The holster is fairly full, and there isn't enough opportunity to use the tools available.

Art Michel, Principal

PSQR, Seattle, WA.

18340 Re: Learn to Talk Money - Not much help

Arthur Michel

Jun-13-04

I would agree with the "not much help" because the maturity of the company, it's perspective on "success" and other variables weren't addressed. I just read the article- and I both believe and disbelieve the premise that an argument for quality initiatives must be related to financial performance. I have a Masters in Management from Northwestern University, and over three decades of experience in industry including over 25 years as a manager and director in research and development and quality for fortune 500 companies. My understanding of financial terms is further honed by my interest in investing, where I have experience since 1972. I think I know the terms, and routinely hold meaningful discussions with accountants, CPAs, stock brokers and the rest.

The premise that talking "money" is important to executives is irrefutable. It is their major touchstone. The individuals that are in top management, however, seldom know the more holistic views of finance and accounting- they only know what their budget reports say. THEY have not been truly trained in the tools of the financial world, and trust to the accounting group, the marketing group, or outside consultants for depth in analysis. I have personal experience with the top management (from owners, CEOs,

General Managers, and Vice Presidents) of dozens of companies from my consulting practice, and would rank their ability to execute a trend analysis (using statistics, not just a ruler) ROA, ROI, NPV, FV or other calculation requiring more than averages or differences as a D+. Cash flow makes sense, but not 1 in 3 knows what the components are. They know the terms, but when it comes to appreciating their application, limitations or what assumptions all are founded on, managers fail miserably. The knowledge of the relationship of process performance, product design, product fitness for use and the rest of the Quality lexicon to the bottom line is as nonexistent as their knowledge of anything but the most superficial "money" terminology. The typical quality practitioner would use the technical approach to gaining approval for initiatives- but those arguments fail when management isn't familiar with the methods. Any CEO, VP, GM or other "top executive" would never admit to not knowing what should be a cornerstone of their position in the company. So the proposition fails in those circumstances. So much for my disbelief. To the positive view, it is essential to have Quality practitioners relate to the bottom line- without that relationship being foremost in the mind of individual's, an argument for change has the same ring as starting a new religion. A few may join the new congregation because they have the vision and foresight to appreciate the premise, but most will because they don't like their old positions, and some "just want to try something new". But the majority will reject the notion in favor of what they know. Solid arguments for change start with talking the right vocabulary and making the current "parishioners" feel comfortable that you are not leading them on the road to hell. To succeed, the practitioner must recognize the environmental limitation. The knowledge their management has in relation to financial and accounting tools could be so limited that they can't understand a solid facts based assessment! I was struck by the realization in the article on "What do CEOs think about quality?", same publication, page 56 where it divulged that top executives were most likely to be influenced by a "conversation with one of their peers" when choosing a quality initiative or business improvement approach. If this isn't a tribal notion, I don't know what is. I suggest the "Learn to talk money" article gives managers too much credit for knowledge. Practitioners need to make sure they appeal to managements tribal instincts primarily, before clouding up the atmosphere with facts, data and analysis. I also noticed that a key measure of financial survival, cash flow, was neglected. Talk to any startup, near bankrupt or bankrupt company. Cash is king. The balance sheet, income statement, margins and debt / equity measures can wait for that group of players in our rapidly churning industrial environment.

Art Michel, Principal
PSQR, Seattle, WA.

18324 Re: Letter: Wonderful Example of Customer Focus

William Pflanz

Jun-11-04

If the ASQ Staff is monitoring this discussion board, would they please make a copy of this article and give it to Ken Case. He may find it informative on strategic planning and customer and employee satisfaction.

Bill Pflanz

18323 Letter: Wonderful Example of Customer Focus

ASQ Staff

Jun-11-04

I enjoyed the article on Bill's Khakis in the June issue--Connie Faylor certainly caught the true essence of the company (p. 66). This is a wonderful example of customer focus and community support, which is something our company, has always been committed to. Thanks for a day brightener!

Marge Purnell

Quality Assurance

The Sedona Group

Moline, IL

mpurnell@sedonagroup.com

18316 3.4 Per Million

John Gunkler

Jun-10-04

Is there "no rational place for 3.4 ppm in a Six Sigma world" as Joseph Voelkel wants us to believe? I'm a novice here, but as I read his argument, it is based on (conveniently chosen) assumptions about the distribution of process shifts. He shows scenarios involving (1) a sudden 1.5 sigma process shift and (2) a sinusoidal process shift. What if, since Motorola was talking generally about processes not about any specific process, we assume that we know nothing about the distribution of the process shifts? That is, we assume a random distribution of process shifts ranging from 0 sigma to 3.0 sigma -- because, with standard control charting we will likely detect and correct a shift that is larger than this. [Note, as Mr. Voelkel tells us in discussing his quiz, that we are talking about a one-sided distribution -- either above or below target.] It seems, then, reasonable (in the complete absence of process knowledge -- or, putting another way, "on average over all possible processes") to assume that the mean of this distribution of shifts is 1.5 sigma. Therefore, on average (over a reasonable period of time), we would expect the process to be 1.5 sigma off -- the famous 1.5 sigma shift Motorola talked about. I don't know, but I'm guessing, that this is where the idea originated. I also assume that the 3.4 ppm figure was intended to be used to help communicate to people who were not yet educated in SPC what the Six Sigma goal meant to the company. As a communications device, it still seems all right to me. (I certainly would not substitute Mr. Voelkel's article for this purpose!)

18300 Re: Letter: Preassessment on a New Supplier

ASQ Staff

Jun-08-04

RAJ BALASUBRAMANIAN'S RESPONSE:

Thank you for your interest in the article, and I have the following response to your question: How is a preassessment done by the commodity team based on the supplier's performance history, when the supplier is new (p. 51)? What would be done instead? At Unisys, the commodity team is one of the key participants in the product development and management process. One of the critical tasks for new products and sustaining products for this team is to proactively communicate information on new technology and technology suppliers to our product engineering stakeholders. Accordingly, the team invites new suppliers to Unisys to have discussions on their company financial background, facilities, product road maps, current and future customers and performance of their products with their current customers. These suppliers are chosen after background checks of their financial status and their technical capability. These checks are performed by the business and technical professionals of the commodity team.

To answer your specific question, if, by "new" supplier, you mean an existing supplier that is new to Unisys, then the supplier has a performance history of products shipped to other customers. We expect the potential suppliers to share the performance history. In that case, we would perform the self-assessment as outlined in our article and base it on the supplier's performance of products shipped to other customers. If, by "new" supplier you mean a supplier that never existed before, we would perform an investigation into the supplier's financial stability and technical capability, as mentioned above. In this case, we would most likely visit the supplier and perform an on-site evaluation, using the same assessment tools.

Raj Balasubramanian

raj.balasubramanian@unisys.com

18299 Letter: Preassessment on a New Supplier

ASQ Staff

Jun-08-04

Just a question about "Good Supplier Management Aids New Product Launch" by Raj Balasubramanian and Steve Baumgardner (June 2004, p. 49): How is a preassessment done by the commodity team based on the supplier's performance history, when the supplier is new (p. 51)? What would be done instead?

Gabriele

gpillmann@ergotron.com

18289 Re: Re: Letter: Thoughts on the Word Guru

William Pflanz

Jun-04-04

Robert,

Your definition may be the one that the editor was thinking about but I still like Bijaya's definition better. Both here and in the Cove we have discussed how ASQ has become

totally mercenary in their approach to quality. Isn't it ironic that the other definition for guru is the exact opposite concerning personal gain and greed? I am sure that Deming made lots of money later in his life but if you ask me which type of guru he was, I would still lean towards Bijaya's definition. Someone can and probably will argue differently but his life's work could certainly be looked at as a guru who had "most of their early part life-spent on personal sacrifices and latter part of life is devoted to benefit of mankind." I fully expect we will hear from some of the Demingites that still participate in this forum.
Bill Pflanz

18288 Re: Letter: Thoughts on the Word Guru
Robert Nix
Jun-04-04

I believe our editor was not using the term "Guru" in its religious/spiritual sense, but in the context of Webster's definitions 2b & 2c, "an acknowledged leader or chief proponent, with knowledge or expertise: EXPERT"
I think the term, as used in the Quality world, was first applied to W. E. Deming in the 1980's.

18287 Re: Letter: Why Are Quality Professionals Responsible for This?
Carlos Pereira da Cruz
Jun-04-04

I remember a company that was monitoring and analysing at top management level measures like "rework costs" or "defects cost". Today that kind of information is analysed by production management as an operational measure. Top management no longer looks to those figures, at least in a systematic way. Why? Because today top management only looks to strategic measures. That company was in the fashion industry, they had their own brand, their target customers were young rich consumers and, retail shops that controled the selling point.
For this kind of customers cost is not critical... brand awareness is critical, delivery time is critical, fashion features is critical... these are strategical measures. Quality managers must balance for different kinds of audiences, different kinds of measures, some strategical and some operational.

18286 Comment on M&M experiment and Quality
Ora Norm Ennis
Jun-04-04

First, let me say that the article was well written and the experiment was interesting. Now, my question: After the experiment, why was there NO mention of EATING the M&Ms? OK, some obvious humor. But on a more serious note. While Quality is a very

serious business and its presence or lack thereof can make the difference of a business succeeding or failing, we members of the Quality profession need to remember that we do not run the company!!! Sure we get first hand information about what is going on thru-out the company. Sure we review both raw and trending information that can give us unique insights to what is wrong with the company. Sure we talk to all types of employees, gathering a (sometimes) picture of the causes and interactions that make a company work. Sure, with all this information, we are in a place to make a great difference as to wheather the company succeeds or not. Now, Take a deep breath and a long look at reality. We DO NOT RUN the company. We can input at different levels but WE do not run the company. It has been my experience that when company upper management has decided to make decisions and ruling based on other than sound judgement, there is little that you can do. Once, I was told by upper management, that \$ 500,000 to \$ 1.5 million of easily preventable waste a year was no problem and a reasonable cost of doing business. I should not worry about it. They were not. One year latter, the business (all 6 manufacturing facilitys) closed. NUFF said. Do your best and press on. Sometimes you can make a difference, sometimes not. REMember, life is not just work. And remember to enjoy the M&Ms. :-)

Norm

18285 Letter: Thoughts on the Word Guru

ASQ Staff

Jun-04-04

I am a member of ASQ from a distant country (India). I have just read the April 2004 issue, and I wish to inform you that I liked several articles: 1. New Member Model Designed for Flexibility ("Keeping Current," p. 14). 2. "Overcoming Resistance to Change" by Brien Palmer (p. 35). However, the article "Your Gateway to Quality Knowledge" (Dave Nelsen, p. 26) was most informative. Last but not the least, Debbie Phillips-Donaldson's editorial "Do You Know a Guru?" ("Up Front," p. 6) was very interesting. I am giving some thoughts of myself on the word "guru":

In spirituality, a true guru is the one who has seen God/experienced God's vision. He is the one capable of giving right direction to his disciples. He has no ambition for any personal gains for himself and does not want to be given any publicity. He is difficult to be found in normal circumstances. Most of their early part life-spent on personal sacrifices and latter part of life is devoted to benefit of mankind. The others are gurus but their rating numbers are down the line, and in many cases their credibility needs to be established. The same definition applies to quality guru. It's difficult to say who he is, but I can say who he is not. He is far beyond the normal phrases-leader, expert, authority, advisor, developer. These are only the disciples in early stages of guru. They have many references and limited original work. Possibly, as you said, a guru wating to be discovered. It may possibly take whole lifetime for a guru to do some orial work, most of which are for benfit of society. Selfless service with no business terms attached. The word "guru" looses its significance once trading or business comes into action. I would welcome your esteemed readers comments on this. I am avaiable at: info@iqsindia.com

Bijaya K. Satapathy
India

18284 Letter: Light Coverage of Financial Truisms Doesn't Make Lasting Impact
ASQ Staff
Jun-04-04

My comments about the article "Learn To Talk Money" by Hoisington and Menzer (May 2004, p. 44) are as follows: Articles like this one are always important because too often the folks in quality get their collective noses down to the grind stone, doing "good things" but missing the bigger picture. Several things I would have liked to have seen from Hoisington and Menzer in their article include: 1. I wish Hoisington and Menzer had mentioned Dr. Joseph Juran's challenge to the quality department to be bilingual (probably originating in the 1960's). Speak the world of things, counts, product details, etc., to the production-oriented groups and translate all of this into money when speaking to management. Management speaks the language of money and will relate to the quality department's tabulation of results when they speak to them in the language of money. Dr. Juran emphasized this function through use of a pyramid cut into three pieces with horizontal lines dividing the shape with the manufacturing on the bottom, quality in the middle and management in the top triangle. Visually you can see the part quality plays in passing translated information generated from production for management to use and in turn taking management's money information down to the larger production group. 2. I wish Hoisington and Menzer had shown more uses of the cost of poor quality (COPQ) approach. Problem solving teams can make use of COPQ to identify targets of opportunity and see the impact of their results driving down these unwanted costs. Other uses include flushing out pockets of inefficiency; identifying and reducing waste; and being able to monitor the balancing of inspection costs as a part of the total costs to manufacture a product. Are inspection (i.e., appraisal) costs too high in relation to the ongoing work labor load, signaling fixing problems by building in more inspection rather than going after the root cause and identifying proper and effective countermeasures? 3. I wish Hoisington and Menzer had identified cash flow as a major signal of the health of the company--especially "Free Cash Flow" which shows how well operations is generating cash. If your Six Sigma teams are solving the problems critical to the company's financial health, free cash flow will improve dramatically, leaving the company with the ability to be even more competitive. Productivity improvements and elimination of waste will also improve the free cash flow picture. Everyone in the company should understand how they work to free-up free cash flow or use it up to procure more efficient equipment or better processes; or having problems which eat up cash and change the company's financial picture for the worse. Giving a light coverage of financial truisms, and financial terms and studies do not have more of a lasting impact than just make us a little more knowledgeable in the financial arena, but not more effective in supporting the key interests that keep the company moving in the right direction as compared to competitors. Give it some thought.

Dick Sump, FASQ

Consultants in Quality Inc.
StumpRB@AOL.COM

18278 Another view on
Wesley Bucey
Jun-01-04

From Wes Bucey, Quality Manager

As an interesting [to me, anyway] adjunct to the article about Q folk learning financial jargon to deal with executives, I had a long conversation with some practicing clinical psychologists at a BBQ over the holiday weekend. They both were of a mind that an individual with bipolar disorder (used to be called manic-depressive illness) seems on the surface to be the ideal executive when in the manic state: (following are major symptoms)<i> 1) Heightened mood, elation, increased self confidence 2) Erratic sleeping and/or a decreased need for sleep 3) Racing thoughts and increased speech production 4) Increased physical and mental activity 5) Poor judgment</i>

Of course, the "poor judgment" part only becomes apparent in hindsight because the bipolar person ramrods his decisions through against any moderate objection <i>(like objections of most of us Quality practitioners.)</i> It seems to me, therefore, it might be propitious for Quality practitioners to inform themselves about bipolar disorder and "manage" their executives as if they had it, regardless of whether they really have it or not. We also talked about the downside or depressed characteristics of the bipolar:

<i>1) Prolonged sadness, pessimism 2) Insomnia 3) Feelings of guilt, worthlessness 4) The inability to concentrate 5) Loss of energy</i> Seems to me (confirmed by talk with the psychologists), most folks hide #3, whether they have the disease or not, as a pure self-defense mechanism. However, I see a lot of executives (especially mid-level bureaucrats) who exhibit pessimism, inability to concentrate, and a general lethargy.

Somehow, I think the techniques of dealing with mentally ill people may be more effective than the pure logic of financial pros and cons. Emotion plays an extremely large part in many more executive actions than pure logic. More description of mania

portion (boldface emphasis is mine):Quote: (Originally Posted by

http://www.healthyplace.com/communities/bipolar/site/manic_depression_overview.htm

<i>1) A mood that seems excessively good, euphoric, expansive or irritable. The patient feels "on top of the world," and nothing--bad news, horrifying event or tragedy--will change his happiness. However, this euphoria can quickly change into irritability or anger. In either case, the mood is way out of bounds, given the situation and the individual's personality. 2) Expressions of unwarranted optimism and lack of judgment.

Self-confidence reaches the point of grandiose delusions in which the person thinks he has a special connection with God, celebrities, or political leaders. Or he may think that nothing--not even the laws of gravity--can stop him from accomplishing any task. As a result, he may think he can step off a building or out of a moving car without being hurt.

3) Hyperactivity and excessive plans or participation in numerous activities that have a good chance for painful results. Patients become so enthusiastic about activities or involvements that they fail to recognize they haven't enough time in the day for all of them. For example, a person with bipolar illness may book several meetings, parties,

deadlines and other activities in a single day, thinking he or she can make all of them on time. Added to the expansive mood, mania also can result in reckless driving, spending sprees, foolish business investments, or sexual behavior unusual for the person. 4) Flight of ideas. The person's thoughts race uncontrollably like a car without brakes careening down a mountain. When the person talks, his or her words come out in a nonstop rush of ideas that abruptly change from topic to topic. In its severe form, the loud, rapid speech becomes hard to interpret because the patient's thought processes become so totally disorganized and incoherent. 5) Decreased need for sleep, allowing the patient to go with little or no sleep for days without feeling tired. 6) Distractibility in which the patient's attention is easily diverted to inconsequential or unimportant details. Sudden irritability, rage or paranoia when the person's grandiose plans are thwarted or his excessive social overtures are refused. Protect yourselves in the clinches, folks. Wes Bucey

18277 Letter: Will Authors Find Evidence of Their Hypothesis?

ASQ Staff

Jun-01-04

Where is the analysis? In last month's issue was an article "Does Baldrige Make a Business Case for Quality?" written by Mark Dean and Cynthia Tomovic (April, p. 40). The authors state an underlying assumption of the Baldrige model is successful implementation of the approach-deployment criteria will lead to excellent business results. Dean and Tomovic posit that implementation of the criteria will not lead to business results due to analysis being inadequate in this area. My question is are they going to do the study to find evidence of their hypothesis?

Paul Richardson

Quality Systems Manager

Derby, KS

parichardson@na.cokecce.com

18276 Letter: Inaccuracies Regarding COPQ

ASQ Staff

Jun-01-04

The article "Learn To Talk Money" in the May 2004 issue (Steven H. Hoisington and Elizabeth C. Menzer, p. 44) was very appropriate, but contained some inaccuracies and confusion with regard to the cost of poor quality (COPQ). BS 6143, 'Guide to the Economics of Quality,' is a good reference on this subject. Under Appraisal the BS lists 11 possible costs associated with inspection and testing from preproduction verification through field tests and checking stock shelf life. In our experience, there is nothing intangible about any of these costs as suggested in the article. We would always check estimates to ensure they were comprehensive as it is quite common to omit an inspection activity or the costs associated with maintaining laboratories and test equipment. Our approach is to ask, "Suppose we lived in Utopia? What operations could be eliminated if

all materials, services, production and finished product always conformed to specification?" Failure costs are the ones the company will zero onto first, however they must also be examined to ensure they are complete. For instance how much time do customer service staff actually spend sorting out delivery faults? Walking the plant will often reveal sources of unrecorded waste and rework, as well as inadequate process control. It is common to have an intangible cost associated with external failures, ie loss of repeat business and good will, but lost customer analysis and surveys will provide some estimate. The purpose of COPQ data is to identify opportunities for cost effective savings and monitor progress, to show investment in a specific prevention activity will provide a saving in failure and appraisal costs.

Mike Bamford

Enterprise Ireland

Dublin, Ireland

mike.bamford@enterprise-ireland.com

18275 Letter: Why Are Quality Professionals Responsible for This?

ASQ Staff

Jun-01-04

The last sentence of the article "Learn To Talk Money" by Steven H. Hoisington and Elizabeth C. Menzer (May 2004, p. 44) states, "Demonstrating and communicating how much a defect or waste impacts an organization's financial performance will go a long way in getting managements's attention and support." The above ending statement to me means the people managing accounts and finance are not monitoring rework and scrap costs. This is a terrible thing considering the fact companies have been doing pretty bad recently with profits. Why does a quality professional have to demonstrate something that an operations and financial /accounting person needs to track to point issues.

The quality person needs to be involved in defect data analysis and driving prevention with support from financial person, but he does not have to demonstrate its impact on bottom line in terms of scrap and waste. That's the job of the financial person. Do they not understand this even after the stock market crash, and do they still have to depend on the quality person? I hope you can have someone reply to these.

Vinay

vgoyal@luminentoic.com

18257 Moderator help

Jeff Wright

May-27-04

Could my posts be deleted from both the professional and this forum. I will find a new outlet to recieve feedback from Quality professionals.

18256 Re: Re: Interesting concept
Jeff Wright
May-27-04

| And how is this not a flame? I recognize why you did not post in the professionals forum and would appreciate some common courtesy. I made a mistake and beg everyone's forgiveness. As a postscript, this is not the kind of reaction that is going to win newcomers to ASQ or this site.

From Wes Bucey, Quality Manager

18251 Bad Days
Wesley Bucey
May-27-04

From Wes Bucey, Quality Manager

The secret is out! Bill has outed me! I have bad days! But not on the concept of rudeness. I always have forbearance for newbies and obviously bewildered and distraught folks looking for help here in the ASQ Forums or over in the Cove. I draw the line when the content is a "broadsheet" or diatribe <i>Noun 1. broadsheet - an advertisement (usually printed on a page or in a leaflet) intended for wide distribution; "he mailed the circular to all subscribers" </i> as the post by the duplicate poster seemed to me to be. The duplicate post did not seem disingenuous to me. Talking further about its content would void my boycott. Given some of my intemperate remarks in years past, especially those aimed at slothful ASQ staff, I thought what I said was fair:

- 1) I suggested a way to proceed for future postings.
- 2) I did not "demand" an apology.
- 3) I did not suggest others follow my lead.
- 4) I merely stated I was boycotting the topic, without making ANY comment on the content. <i>(This seemed fairer to me than deconstructing the content of the post.)</i>-Wes Bucey

18250 Re: Re: Interesting concept
William Pflanz
May-27-04

Wes, Bad day again? ASQ has not done a good job of describing the rules of the board in a visible way and have no moderator to move or delete inappropriate postings. Jeff is obviously a new poster, let's not chase him away because of a system problem.

Bill

18245 Re: Interesting concept
Wesley Bucey

May-27-04

From Wes Bucey, Quality Manager

Jeff,

I'm not going to FLAME you. I am going to point out that multiple posts of the same topic in different forums is simply not the protocol we follow here. If you had paid some interest in reading the two suggestions Forums, you might have understood that point. Your identical post in the Ask a Professional Forum is evidence you didn't pay much attention before throwing your post into the wind like oysters spreading sperm and ova into an ocean current, hoping some will meet and fertilize. Simply stated, it wasn't courteous to our Forum users. As to your topic - it may have been good or bad, but I will boycott it.

-Wes Bucey

18244 Re: Re: Comments on 100 Years of Juran

Wesley Bucey

May-26-04

From Wes Bucey, Quality Manager

Of course, the problem with many of the citations of quotations of famous folk (politicians, entertainers, scientists, etc.) is that we (the readers) are often ignorant of the context in which they are given or of the circumstances leading up to the quote. Worse, the problem is compounded when we interpret those quotes in light of our own experience and then ascribe meanings to those quotes which were never intended by the person. Pride and hubris of the notables plays a large part in some intemperate comments they make, but so also does the desire of us common folk to "see 'em fight." I have been witness at news conferences when reporters ask leading questions or deliberately rub salt in open wounds looking for a salacious quote. Given Juran's comment about Deming in his book, one wonders how Juran thought the statement would advance the book as a whole. In other words, did Juran REALLY think Deming was only statistics, or was Juran trying to elevate himself by debasing Deming? I doubt we'll ever get the truth from Juran at this late stage. We have to ask ourselves, <i>"Does this minor statement diminish the value and worth of the body of work of either Juran or Deming?"</i> The answer is "Probably not!" I suppose 50 years from now, we'll have tucked both Deming and Juran in that niche we reserve for Shewhart <i>(and maybe even Wes Bucey.)</i> That said, it is always important to call attention to discrepancies as early as possible so we can plan preventive action to eliminate their recurrence. Part of those discrepancies may be inordinate idolization of one person or program to the detriment of ourselves or our organizations. Interesting followup, Richard!

-Wes Bucey

18243 Interesting concept

Jeff Wright

May-26-04

What is working? In helping to facilitate organizational performance assessments, the focus is usually on finding out what is broken and fixing it. This approach, while standard and sometimes ultimately effective, often induces resistance to the meeting and creates an atmosphere conducive to simply complaining. After a period of time is spent on venting frustrations, the conversation is directed toward fixing a problem that is within control. Perhaps even an action plan is created for a problem and may result in positive progress or even an eventual solution. In re-evaluating the methods used in organizational performance assessment, I considered the process of highlighting not only problems, but also strengths. What is the organization doing right now that they are proud of? What is currently working or showing a positive return (either financially or otherwise)? As a beginning step in action planning, the ideal desired outcome is defined at the very start. It is important not only to build a good road that will allow progress, but it is also necessary to know where that road is going to end up. Visualizing the end of the road is not only important in determining what needs to be fixed in order to get there, but also in knowing what part the current organizational strengths will play in the end. After a strength is highlighted, the item could be analyzed and pulled apart with the same insight and vigor that problems or opportunities for improvement are.

- ? Why is the strength a strength?
- ? What about this is a good thing?
- ? What elements contribute to make this a strength?
- ? How does each contributing element assist in achieving the overall strength?
- ? Why does each contributing element assist in achieving the overall strength?
- ? What positive effects does this strength have on things around it?
- ? Why is the organization better because of this strength?
- ? How does this make you, as a contributor, feel about your role in the organization?

Once the contributing elements for the strength is defined, discussed, and captured, the list can grow as other strengths are listed. With strengths being intensively discussed, as opposed to problems or weaknesses, organizational participation may raise and resistance lower as personal barriers are dropped. The next part may happen naturally as part of the positive discussion that has been outlined, as comments are made like "this item is working well, but this item is not?". In the event that the group does not bring up opportunities for improvement naturally, the facilitator might ask, "what is not working as well as something we have discussed?". Now the real fun part starts as the participants are directed toward applying some of those strength-contributing elements, into an opportunity for improvement. The presenter might ask, "If we applied this element that we already know is working over on the strength, to this opportunity for improvement, what would be the result?"

18240 Re: Comments on 100 Years of Juran
Richard DeRoeck
May-26-04

Just finished reading Juran's autobiography. He has two small chapters where he talks about his relationship with Dr. Deming. He's pretty straight about what he thinks of him.

He admires his work and his dedication as a Quality Advocate but also makes it clear that he thinks the media (and Deming himself) greatly overstated his influence on the quality movement (1980s), in particular his work in Japan. He also said that Deming thought most quality problems could be solved by statistical methods alone. I disagree with his take on this. Deming's SOPK is a lot more than statistics.
Rich DeRoeck

18213 Letter: Word of Mouth Effective Communication Tool

ASQ Staff

May-20-04

I enjoyed "What Do CEOs Think About Quality?" and the results it discussed (Greg Weiler, May 2004, p. 52). If the CEO of a company does not see QA as a management tool, then it is little wonder the message of TQM, for example, is so difficult for middle managers to grasp. I suppose it goes back to buy in at the top because word of mouth still seems to be the most effective communication tool.

Greg Cushing

QA Verifier

Belleville, Ontario

Union Gas Limited

gcushing@uniongas.com

18212 Letter: Authors Oversimplified Two Issues

ASQ Staff

May-20-04

In "Learn to Talk Money," Steve Hoisington and Elizabeth Menzer raise excellent points (May 2004, p. 44). Quality professionals do need to learn and talk in management terms: dollars, cents and payback. However, in my experience, two issues raised by the authors are over simplified. With regard to tangible and intangible costs, a quality professional cannot inadvertently correlate efficiency improvements with job loss. Two prevention concepts apply. First, "reduction in labor" for tangible savings must be associated with redeployment of the staff to increase capacity in other areas. Herein lies the payback of training. Second, "opportunity costs" (intangible savings) must be standard vocabulary within the organization. Organizations that do not acknowledge business advantage through opportunity costs invariably associate quality improvements with workforce reduction: a counter productive proposition for the quality professional. With regard to return on investment (ROI), the example of spending \$1,000 to save \$3,000 in three months assumes rapid inventory turnover and improvement within a bottleneck area. If you improve a process with two or less inventory turns, it will take six or more months to see the impact. If you improve nonconstraint areas, savings will not show up on the bottom line any time soon and will likely create overhead allocation issues. Finally in regards to ROI, whose bottom line will show the savings? There are two accounting systems: managerial accounting and financial accounting. Managerial accounting deals

with local control and allocation, whereas financial accounting focuses on global aggregates and reporting due diligence. In other words, your local improvement could be diluted by the latest marketing expenditure and never materialize. I encourage all quality professionals to develop a better understanding of business accounting in today's highly competitive environment.

D. Wylie McVay, Jr.
Associate Director, Quality Assurance
Genta Incorporated
Berkeley Heights, NJ
mcvay@genta.com

18199 Letter: Poor Representation of Quality Profession

ASQ Staff

May-18-04

I was very disappointed by the article "What Do CEOs Think About Quality" in the May 2004 issue of Quality Progress (Greg Weiler). The first problem appears early in the article with the statement, "This will allow ASQ to create and focus materials to prove the economic case." This statement indicates the results of the "research" was a foregone conclusion (that there is an economic case) and all we wanted to do was to collect data to support that conclusion. This research bias comes through again with the statement on p. 54, "They don't match the answers we expected to receive when we created the survey." The second problem is what I perceive as a failure to separate two key aspects of quality, quality of conformance, i.e. doing it right the first time (which typically costs less) and quality of features, i.e. more capability (which frequently costs more). This confounding of questions yields undependable results. I can not extract any information from Figure 5. For example, how can a 1 to 5 scale start at 0? In addition, I have no idea what the central message of this chart is. Also implied in this section is that risk taking is good for quality professionals. I would submit just the opposite. There are no confidence intervals on the data nor was the rationale for sample sizes. The article stated only that, "We determined a survey of 600 top executives across these four markets would be sufficient ..." In summary, I found this article a very poor representation of the quality profession. After all, we are supposed to be the leaders in statistically sound research and fact based decision making.

Jack West
ASQ past president
sixsigmaadventures@msn.com

18198 Comments on 100 Years of Juran

Glenn Wilson

May-18-04

Liked the article. Admired the man. I question that there was no rivalry between Joe Juran and W. Edwards Deming. I recall them both speaking at the AQC in Anaheim

sometime in the 1980's. Dr. Juran spoke the day after Dr. Deming. Neither attended the other's presentation. Dr. Juran opened his speech by remarking that he presumed most of us had been there for Deming to take us on one of his rambles. That shocked me! He was implying that, of the two of them, only his presentation would have any merit. Actually both speeches were interesting and valuable. I also question why, since Dr. Juran, never mentioned it publicly, Chuck Aubrey would report a private conversation where Juran would claim that JUSE offered him first refusal on having their Quality Award named after him. Too bad Dr. Deming is no longer with us to comment on that or on having his talk referred to as a "ramble."

18195 Re: What is the purpose of the Quality Progress Discussion Board?

Richard Ickler

May-17-04

I'm not staff but this discussion forum was initiated when ASQNET was originally developed as a place to post all letters to the editor. The stated policy is that all letters to the editor are posted to this forum with no editing except to add the originators name and contact information at the end. For the printed edition, ASQ has always followed the policy of most magazines which is to select representative samples of all letters to the editor and edit for space and clarity. The policy is posted in the magazine at the end of the QP Mailbag section. As you noted, they have been very good about posting them in a timely fashion. All monthly magazines typically have a one to two month lag between receiving letters to the editor and printing them in the print edition due to due dates, editing constraints and how the time they received the letters fit into the preparation timeline.

Richard Ickler

18194 Re: Re: Letter: Corrections Needed on Income Statement and Balance Sheet

Steven Prevette

May-17-04

As a counter-balance - having been subjected to the assertion "the workers don't understand SPC", and "only statisticians would care about that" - I am all for the policy that information, with the technically correct terminology and labeling, be available for the workforce. Granted, a "translation" to "plain" language may be needed, and perhaps some appropriate training provided. That becomes a challenge to both statisticians and accountants.

- Steve Prevette

ASQ CQE

18193 Re: Letter: Corrections Needed on Income Statement and Balance Sheet

William Pflanz

May-17-04

This letter shows why I am not in favor of sharing financial statements with the workers. There may be a need to get the workers information about how they can impact the company with their improvements but these statements will only confuse them. Only an accountant would care about the detailed corrections provided.

Bill Pflanz

18192 Letter: Corrections Needed on Income Statement and Balance Sheet

ASQ Staff

May-17-04

Thanks for the informative article "Learn To Talk Money" that appeared in the May 2004 QP (Steve Hoisington and Elizabeth Menzer, p. 44). All too often, we tend to develop our own insider language, an impediment to communicating with others in an organization. Being familiar with accounting and financial terms used in budgeting and the approval processes is vital to determining whether specific quality initiatives are economically justified. The income statement of p. 47 should list EBIT (pronounced to rhyme with "debit") as "earnings before interest and taxes," and it should appear on the line before the expense item "interest" (rather than "finance cost"). "Finance cost" would logically include the cost of equity capital as well as debt capital. "Earnings before taxes" is "EBT." In the balance sheet on the previous page, the "long-term bank loan" should not appear under "current liabilities," which includes only debt payments that will be due in the next fiscal year, which includes the "current" portion of long-term debt (the payments due in the next year). By convention, "current liabilities" are due within a year. There would be another section "long-term liabilities" that would include the noncurrent portion of long-term debt, capitalized leases, etc.

Joe Sullivan

Mississippi State University

18191 What is the purpose of the Quality Progress Discussion Board?

William Pflanz

May-17-04

I finally looked up some Letters to the Editor in back issues of Quality Progress to verify something about these "ASQ Postings". I have always wondered what was the purpose of the postings since only members can use the discussion board and only members get Quality Progress which contain the same letters. The letter to the editor that is printed in Quality Progress has been edited but the letter posted on the board appears to be the original unedited version as written by the author. Why does the letter to the editor post on this board before the letter is published in Quality Progress? For example, the letter from Isaac Glick on the Bible/Six Sigma controversy was posted on Jan 22 and was in the March issue of Quality Progress. Why and how is the posted letter edited before it is put in Quality Progress? Does ASQ ask permission to edit and, if so, why not post the edited letter and have it match the printed letter? Glick's posted letter was an unedited version

that was basically the same as in Quality Progress but ASQ would occasionally drop some information or other small editing. Is the purpose of these postings to allow board participants to debate the original articles and the letters to the editors? I understand that there is a limit to the number of letters in QP but are there other letters received that could be posted on the board even if not printed? Are the printed letters deemed to be better than the non-printed and how is better decided? These postings could provide another use for the website and an additional benefit to being a full member. Maybe the Marketing staff has some answers, not that I expect a response but just another opportunity for improvement in the ASQ process.

Bill Pflanz

18180 Letter: Member Working To Start Chapter at Local University
ASQ Staff
May-17-04

These comments are in regard to the article, "What Do CEOs Think About Quality?" in the May 2004 edition of Quality Progress (Greg Weiler, p. 52). I read both the article and then the survey as published on the ASQ website by Market Probe. I then checked the Discussion Boards to see if anything was yet posted. I found the letter sent by Leodegardo M. Pruna to be encouraging, and I agree with the idea that ASQ should take the widespread awareness of quality and convert that into a more widespread application of the concepts and techniques to organizations. I believe two specific efforts can increase application of quality methods: (1) Serve existing practitioners of quality by further developing methods and standards for quantitatively predicting and measuring the effects of quality initiatives on customer satisfaction, cost and delivery. (2) Work with schools to introduce quality concepts and methods into the curriculum at universities and even grade schools. The first of these is short term and will "spread the word" through case study results, testimonials and peer to peer conversations, the three most successful communications techniques listed in the survey. The second is more long term and will instill an appreciation for "working smarter" in a wider audience of future organization leaders and decision makers. With only four college chapters listed in California and 49 in the world, there appears to be a lot of room for improvement in a very high leverage position. I will pursue getting a chapter started at my local university, which has an emphasis on business and education. As I work to strengthen the understanding and application of quality principles and methods in the company I work for, I will eagerly look for quantitative measurement tools and share what I learn or develop with my colleagues here. If anyone has good ideas to share or would like to discuss any of this, I would be glad to hear from you.

Tom McKnelly
Director of Manufacturing, Wafer Fab Operations
Superconductor Technologies Inc.
tmcknelly@suptech.com

18179 Letter: Concept Should Be Attributed to Juran

ASQ Staff
May-17-04

The article "Learn To Talk Money" by Steven Hoisington and Elizabeth Menzer (May 2004, p. 44) is an interesting exposition of the very real need of quality professionals to be able to assess the impact of quality initiatives in financial terms. Unfortunately, the authors misattribute to Stephen George the insight that the language of "upper management is different from that of quality professionals." The actual source of this concept and the recommendation that quality professional need to be bilingual, using the language of money when talking to upper management and the language of things when speaking to the operating forces is Joseph Juran. Yes, the same Joseph Juran whose 100th birthday this very issue of Quality Progress celebrates. There are numerous discussions of this issue, and indeed of finance and quality in Juran's many books, but for the record see p. 4.15 of Juran's Quality Control Handbook, fourth edition, 1988, and p. 62 in Juran on Planning for Quality, 1988. This kind of misattribution is regrettable and not infrequent. Too many of those pushing Six Sigma these days appear to be ignorant of or careless about citing the sources of the ideas they exploit. Just read almost any book on Six Sigma and try to find a meaningful reference to acknowledgment of our debt to such giants as Shewhart, Deming, Juran or Ishikawa. They just aren't there. The impression is given that all these wonderful ideas sprang fully developed from the minds of the "Six Sigma gang". It is ASQ's responsibility to treasure our past and honor our pioneers, and I thank you for your wonderful acknowledgment of Joe Juran.

Peter Kolesar
Professor and Research Director
The Deming Center for Quality and Productivity
Columbia University
pjk4@columbia.edu

18178 Letter: Link Operational Metrics to Strategic Financial Metrics

ASQ Staff
May-17-04

Steven Hoisington and Elizabeth Menzer are right on the mark when they point out that one of the key difficulties for quality managers is in communicating to senior leadership using the same financial language ("Learn To Talk Money," May 2004, p. 44). All quality professionals would do well to obtain some basic business finance instruction. The cost of poor quality and definitions of financial terms in the article are helpful, but it is equally important for quality professional's to know how to link their operational metrics to the strategic financial metrics that leadership is most concerned with. An important example of this is to understand the firm's net investment in its operating cycle ... the amount of money it has invested in its operating activities. Simply stated, this is the sum of all inventories and accounts receivables less accounts payable for a specific period of time, and it is called the firm's working capital requirement (WCR). Among other things, it is the pre-production, work in progress, and postproduction inventory costs associated with WCR that lean, just-in-time, Six-Sigma and other initiatives seek to reduce. It's even possible to have a negative WCR where accounts receivable and

inventories are kept very low, and accounts payable is kept relatively high. By reducing WCR and hence capital, the same net profit from operations yields a higher return on capital and a higher return on equity. This is one example of how quality professionals can communicate in terms that get the senior leadership team's attention.

Matt Rowe

ASQ, Indianapolis Section

matt@ferchrmin-rowe.com

18170 Re: Re: Re: Re: Letter: Lack of Professionalism Permeates Quality Dept.

William Pflanz

May-14-04

Carl,

Good point on the comparison to CEO's. I was thinking the same thing myself. In reading the postings, it is important to note the difference between being in a quality department and being a quality professional. If you define a quality professional by their roles, responsibilities, knowledge, training and even certifications than that may be a different list than someone in a quality department. If you define a quality professional by how well they represent the field of quality as demonstrated by their own actions, than they could have all the characteristics described previously but not be a professional.

I hesitated adding certifications because of the proliferation of them in ASQ and the lack of a reputable certification body for how Six Sigma Black Belts are certified. I also hesitate comparing it to CPA's and lawyers. My sister is a CPA and my brother is a lawyer who are both board certified. Their tests are lengthy and can be as much of a memorization test than a test of knowledge.

Bill Pflanz

18165 Re: Re: Re: Re: Letter: Lack of Professionalism Permeates Quality Dept.

Steven Prevette

May-14-04

I suppose I will throw in my two cents. First, I don't work in the "quality department" at Hanford. I am very happy, shall I say, that I do not work in the "quality department". I do on occasion do work for the quality department, in that I am the one who know how to work the quality tools. Our quality department is relatively traditional, and focus upon NQA-1 and nonconformance reports and auditing. Yes, it is pretty likely that quality departments at some companies are full of yogurt heads. If quality is not seen as a viable business focus, then the quality department (like the reengineering department, the total quality teams department, etc) becomes a dumping ground for people that managers don't want to have to deal with for whatever perceived reasons. Heck, read the "Dilbert Principle" book sometime. I figure that if it weren't so pervasive in America, it wouldn't show up in Dilbert.

- Steve Prevette

ASQ CQE

Fluor Hanford Safety and Health.

18161 Re: Re: Re: Letter: Lack of Professionalism Permeates Quality Dept.

Carl Keller

May-14-04

Wait a second ladies and gents, While there are SOME quality "dregs" out there, the lack of professionalism is paled in comparison to CEO's. These guys are the LAST ones I would compare myself to. Have you read the news in the last few years? How many Quality Managers have you seen embarrassing their families on the front page? Now lets switch to Enron, Martha Stewart and Putnam investments. How would you like to be in one of those families? You might stand to inherit a bunch, IF they win their case, but you are going to be viewed as "scum" by the masses. If you were the Quality Director of Firestone, you might take some heat, but I don't think it would be because you were "unprofessional". Quality departments are a direct reflection of the "buy in" from the head of the organization, and OVERWHELMINGLY quality initiatives are NOT taken on to improve quality or reduce costs. They are followed due to trends and market perception. The whole thing is a scam. Accept it and ride the wave into shore. I have worked for 5 mid size to Major companies during my career, and have had a great deal of contact with dozens of others. During that span, I have only met one CEO that I would consider "professional" enough that I would hire as the head of a company that I owned. They look good in a suit and have a nice expense account and many may even "talk the talk", but they are an overwhelmingly crooked bunch. On the other hand, I have met a lot of Quality Managers, Supervisors and Techs that I would happily have join my team. I have also met some I wouldn't. Be careful what you perceive as "professional" and don't forget a true professional has a very rare quality known as Integrity.

Carl-

BTW, I don't like Yogurt

18160 Re: Re: Letter: Lack of Professionalism Permeates Quality Dept.

Wesley Bucey

May-13-04

From Wes Bucey, Quality Manager

It is SO-O-O-O frustrating to be unable to correct typos. My guess is the writer was aiming for "yogurt" (soft and mushy?) To my way of thinking, every week seems to bring a new story of some Quality department inadvertently embarrassing the family members of its employees. How about tonight's story about some OTC pharmaceutical company searching to recall a batch of adult dosage painkillers in bottles labeled for children's doses?

(<http://www.cnn.com/2004/HEALTH/parenting/05/13/tylenol.warning.ap/index.html>)

I am sure my family would be embarrassed if something like that happened on my watch. Heck - I'd be embarrassed. As I read the story, and checked with some unofficial sources of my own, the major quality sin in my eyes is that these folks have no idea WHERE the

mismarked drugs could be (what about traceability?) I've been lucky for the last 25 years in being able to have hiring/firing power in my own shop, but I can freely attest that over the years I have encountered numerous instances of poorly trained and poorly equipped quality staffs at both suppliers and customers. Since I am a Demingite, I would never say these folks are dregs, but that their management has severely handicapped their ability to provide meaningful service to the organization. The one thing I would probably not say is that my own small successes typify MOST organizations. Or even that I ALWAYS had successes. To echo Daniel Boone, the early American pioneer, when asked if he'd ever been lost on his frequent explorations, **<i>"I've never been lost, but I sure was bewildered for a couple of weeks."** The luck part was I had management willing to trust me until I found my way out of the wilderness.**-Wes Bucey**

18159 Re: Letter: Lack of Professionalism Permeates Quality Dept.

William Pflanz

May-13-04

A couple of questions: What is a "yorget head"? How have you quality professionals out there embarrassed your families lately? Personally, I have found ways to embarrass my family but not due to work issues. Those with teenagers can readily relate to how they feel when we are out with them and wearing mismatched clothes can definitely set my wife off. I guess the latter could count as work related. I guess I have been fortunate about not having to work with the "dregs of the organization".

Bill Pflanz

18158 Letter: Lack of Professionalism Permeates Quality Dept.

ASQ Staff

May-13-04

I read the article "Waht Do CEOs Think About Quality?" by Greg Weiler and found it both interesting and to the point (May 2004, p. 52). The most significant thing in the article was the statement, "This survey might encourage us to look more closely at how we are defining what we do and what we might do to apper more professional." I have over 35 years experience in one role or another in the field of quality and am often frustrated by the lack of professionalism that permeates the quality department. Too often it is staffed by the dregs of the organization in an attempt to man a department with nonthreatening yorget heads. I know many good professional people who work in the quality functions and I know as many more less qualified or competent who damage the reputation of the rest due to their lack of training and knowledge of statistical tools. Whatever, I would be a consultant and sell what I know nothing about but prefer to continue to demand that those who put on the airs of being a quality professional do so in a manner that is not an embarrassment to both their family and the profession. Have a nice day.

Tom Kyte

kytet@baico.com

18153 Learn to Talk Money - Not much help

Christopher Ziehr

May-12-04

While I completely agree with the authors that quality professionals must learn to express themselves with more financially-based terminology, I do not feel the article was much help. Using financial terms to get our points across to management is not a new concept, and the financial understanding needed to do so can be picked up from any number of sources, including basic financial courses at the local community college. A better focus of the article would have been to provide the readers with real-world examples of how quality can impact a company's return on assets or profit margin. Hopefully we'll see a follow-up article that can provide real value to the readers.

18148 Letter: May

ASQ Staff

May-12-04

I am very impressed with the article "What Is 3.4 per Million" by Joseph G. Voelkel (p. 63). It was indeed a good read.

Vic Singh

GlaxoSmithKline Canada

Validation Dept.

vs36241@glaxowellcome.com

18137 Letter: CEOs Familiar With Quality But Don't Use It

ASQ Staff

May-11-04

The project done by the team of Greg Weiler on "What Do CEOs Think About Quality?" which was published in the May issue of Quality Progress is a laudable one (p. 52). It proved that while the quality issue is very much recognized, its actual usage is still significantly below that of being familiar with the quality concept. Since awareness of the quality concepts is no longer a major concern, ASQ and/or quality practitioners should devise ways and means of converting this mindset into a desire to apply and make use of process improvement tactics and strategies which could be acquired from more case study literatures and constructive data exchange. The academe could be a very good intermediary in the process. I wish I could be a party to such a movement but living in a developing country has its limits more particularly in availment of resources. In my case, I had to stop my membership in the ASQ because I have retired from service and my continued membership would be another financial burden. Kudos to the team leader and members of the project.

Leodegardo M. Pruna
lpruna27@mozcom.com

18120 Re: Letter: Figure Misleading, Possibly an Error
ASQ Staff
May-05-04

RICHARD SCHONBERGER'S RESPONSE:

You are right that there are 64 flow paths. But each flow path involves three work centers, each of which could be the culprit, and 64 times 3 is 192 possible root causal work centers. (This does presume that the melt-cast-mill sequence is inviolable.) Usually, in showing this example, I add that there are also 32 material handling steps--that many more potential root causes if a customer finds a problem. That is a grand total of 224 opportunities to produce a defect. But, as you say, whatever the number, the thrust "of the argument is still valid." Thanks for your comments.

Richard Schonberger

18118 Re: Re: Letter: QP Should Be Focusing on Senior Managers
Carl Keller
May-04-04

He should have forgotten about the sailing and taken advice on who to marry.
Carl-

18117 Re: Re: Letter: QP Should Be Focusing on Senior Managers
Carl Keller
May-04-04

He should have forgotten about the sailing and taken advice on who to marry.
Carl-

18116 Letter: Figure Misleading, Possibly an Error
ASQ Staff
May-04-04

In the article "Make Work Cells Work for You," Richard Schonberger states that in the top panel of Figure 2 (p. 62) there are 192 shop-to-shop flow paths. I feel that he has made a mistake and there are only 64. If the order of Melt, Cast and Mill could be permuted then this would give rise to 192 paths. However, in his example apparently, their order cannot be interchanged. So, I feel the 192 figure is at best misleading and at worst in error. I would like to add that, despite the mistake, I realize the fundamental thrust of the argument is still valid. That is, even with 64 flow paths instead of 192 there

are too many paths to allow for effective traceback of defects.

Paul T. Savarese

SAS Institute Inc.

Cary, NC

paul.savarese@sas.com

18114 Refocus: Letter: QP Should Be Focusing on Senior Managers

Wesley Bucey

May-03-04

From Wes Bucey, Quality Manager

I actually gave Mr. Palmer's article a plug in the Cove early last month. (Note that a plug is not an endorsement of the conclusions or even all of the methods, but that I think reading it could be worthwhile as a basis for discussion.) You might be interested in what I wrote and can go to read the entire thread of which this post is only a very minor part: <i>(http://elsmar.com/Forums/showpost.php?p=75008&postcount=22) In regard to adopting or adapting 6S, or Lean, or any other "Program du Jour," there is an interesting article in the April, 2004 issue of Quality Progress (the ASQ magazine):

Change Management: Overcoming Resistance to Change by Brien Palmer.

It is an excerpt of Palmer's book, published earlier this year by Quality Press: Making

Change Work: Practical Tools for Overcoming Human Resistance to Change

Palmer's main point is "Changes that fail usually do so because of human, not technical, reasons." In essence, Palmer uses a FMEA-type grid to pre-assess an organization's

readiness for Change. Regardless of whether I agree with Palmer's conclusions, I admit the grid is a potentially handy tool when working on a small (team or department) change

or an organization-wide change. ASQ members can access the article in electronic

format (pdf) at: <http://www.asq.org/members/news/qua...p0404palmer.pdf>

Sadly, ASQ has chosen this as one of the articles limited for distribution to members only. Perhaps you have a friend who can download it and "lend" it to you for reading.

(Obviously, we would be in violation of copyright laws to post the pdf file here.)

Wes Bucey

Quality Manager

"Few minds wear out; more rust out"

Inscribed over the entrance of Louis Pasteur School, Chicago

Christian Nestell Bovee (1820-1904) in Thoughts, Feelings and Fancies, 1857

</i> In response to our colleague, Isaac Glick, I can only say "vagueness in book excerpts is the rule, rather than the exception." In my opinion, folks facing change (either as the

Agent of Change or as an involved party) need to arm themselves with as much

information about the process as possible to make it easier to recognize and deal with

inevitable obstacles along the way. If they found ANYTHING worthwhile in Palmer's

excerpt, they owed it to themselves to read the book as part of their preparation for the

change process. The nature of Association publications is that they target their members.

I also subscribe to CFO magazine (among many others) and I would not expect to see an

article in there about Gage R & R, just as I would not expect to see an article about

selecting 401k administrators in Quality Progress. Change happens to be something that

happens on a micro- as well as a macro-scale. Everyone in every type of organization (from families to mega transnational giants) will face change. Each of us should be prepared to deal with it.-Wes Bucey

18113 Re: Re: Letter: QP Should Be Focusing on Senior Managers

William Pflanz

May-03-04

I have read over Mr. Glick's letter again and I fail to see the connection with leadership. ASQ and its magazine are meant for quality professionals who paid dues to obtain information about quality methods and tools. I don't remember seeing anything about ASQ's purpose being to attract executives so that life will be easier for quality professionals. Mr. Glick gave the suggestion that quality professionals "cater other societies such where senior management is participating as members". If anyone knows of societies like that maybe they could enlighten the rest of us. I originally came from the oil industry. Executives took turns being the president of the National Petroleum Refiners Association. It gave them a turn at lobbying Congress since someone had to go before them every so often and also something to list in their bio for credibility. I never got the impression that they were any more active members in a group like that than when they took their expected one year tour of duty as the head of the local United Way effort. Now if you could hang around the country club you may be able to influence them. Of course, having a six or seven figure salary makes it easier to do that. Any professional can be a discontented outsider and any quality professional can be a team member. The anecdotal stories about being the first to be axed are just that - anecdotal. I believe professionals in HR, marketing, engineering, research etc. feel the same way. Leadership is not telling someone what to do. True leaders have goals and objectives that their teams believe in and support. No one said that we cannot use quality methods to help achieve those goals and objectives. In turn, the most effective quality professional is the one who has a boss who believe in and supports him or her. Leading the quality efforts becomes much easier after that support is provided. I am not a sailing fanatic but I remember the story more as Ted Turner being a rich guy who bought a sail boat and crew to win a race and who was resented by the others vying for the Cup. I would expect more from the skipper than just "tell me what to do before we sink". It doesn't sound like Turner was leading an effective team to begin with. I don't remember who won but maybe Turner and his team finally figured it out before the race was lost.

Bill Pflanz

18112 Re: Re: Re: Re: Re: Letter: QP Should Be Focusing on Senior Managers

Richard Ickler

May-03-04

Actually, if you use Internet Explorer, there is a little add-on called ieSpell (www.iespell.com) which allows you to spell check text entered into forms boxes such as you do when replying on these forums. It does work though it won't correct the wrong

"its".

Richard Ickler

18109 Re: Letter: QP Should Be Focusing on Senior Managers

Gordon MacDowell

May-03-04

Wow.

The six responses to the letter from Mr. Glick demonstrate rather vividly how perceptive he was. It also reminds me of an event that might be worth sharing... it was years ago, something like 1977, when Ted Turner was skipper in an Americas Cup sailing defense. His afterguard included tactician Gary Jobson, I believe, a famous sailor himself. The Australian challenger and the American Courageous, were converging on opposite tacks in what looked more and more like a collision course. There may have been favorable wind shifts, or current, were the Americans to go one way. They may have had a controlling position relative to the other boat if they were to tack. All sorts of factors were being evaluated and discussed when Mr. Turner finally lost his cool and shouted to his crew, "I am not asking for your advise, I am insisting that you tell me what to do". It is this sort of relationship that distinguishes quality professionals who are effective members of a business team, and those who are typically discontented outsiders.

Face it, the burden is ours. Lead, follow, or get out of the way.

Best wishes for success to all of you.

Gordon MacDowell

Director of Quality

AKRO / NBP Plastics

gordonm@rotomold.net

18108 Re: Re: Letter: QP Should Be Focusing on Senior Managers

William Pflanz

May-03-04

Carlos,

You have asked valid questions. I have noted before that an ASQ moderator very seldom will respond to questions in the Discussion Boards so I hope you were not expecting an answer. Over the years, I have torn out a number of useful quality articles from Quality Progress for future reference. I do that because of the large number of advertising which I have no interest in filing due to space constraints. I have purchased books and software from advertisers in Quality Progress so I do get value from them when I need to. Without the advertisers, it may be cost prohibitive to continue to print and mail the magazine. We may have to accept some advertising and even some articles that are promoting books and consulting services or be willing to pay significantly more for Quality Progress through our dues. On a personal note, I would not apologize for your writing skills until we see some of us trying to write in your native language. I have not had problems

understanding the ideas that you want communicated. Please keep contributing to the board.

Bill Pflanz

18107 Re: Re: Re: Re: Letter: QP Should Be Focusing on Senior Managers

William Pflanz

May-03-04

Wes,

Valid points on spell checking and the importance of not attacking each other. I would also like to add the request that ASQ have real moderators that would delete inappropriate postings. When a posting does not contribute to the discussion of the idea, it should be removed. If the poster is not behaving in an appropriate manner than they should be notified and excluded from participation if needed. It doesn't happen very often but regular contributors of the Discussion Boards do try to police the postings. If they need volunteers to moderate the boards, ASQ should consider giving some more access to those individuals who volunteer and make the process more formal.

Bill Pflanz

18106 Re: Re: Re: Re: Letter: QP Should Be Focusing on Senior Managers

Carl Keller

May-03-04

Considering you can speak Portuguese, French and English, and therefore need to remember all the rules pertaining to those, I would think nobody on the forum really would have cause to critique. I for one could care less if I someone finds fault concerning my spelling or grammar on a forum. First, I am not submitting a term paper, I am trying to exchange ideas and discuss Quality issues. Second, I know how to add 2,647,848 and 369,678 without a calculator, but I am still going to use one to get the answer (3,017,526) because my probability of error is significantly smaller.

If the forum had a spell checker, would anyone out there turn it off? Didn't think so.

The only way anyone should be analyzing a message on this board for spelling/grammar is if the sender has failed to communicate their message.

Regards,

Carl-

18105 Re: Re: Re: Letter: QP Should Be Focusing on Senior Managers

Carlos Pereira da Cruz

May-03-04

I assume you weren't an editor. Its vs it's.

Dear Lawrence:

Thank you for your remark, I learned something with your post. Please excuse me,

remember that my mother language is portuguese not english... perhaps that's the price to pay to use english as a global language. In a small country as Portugal kid's in school learn portuguese as mother language; english and french as two foreign languages, then cumulatively they can learn also german and spanish... the purpose is communication, I hope you could understand the main idea of my previous post
Regards

18104 Re: Re: Re: Letter: QP Should Be Focusing on Senior Managers

Wesley Bucey

May-03-04

From Wes Bucey, Quality Manager

Come on, Larry! You get a right to criticize spelling, grammar, and typing errors as soon as ASQ gets Forum software that the poster can edit. Until that time, dear colleague, hold your water. Especially hold your water lest wordsmiths like Rob Nix (who keeps me on MY toes) start to come after you for any of your slipups. Incidentally, just to demonstrate we can all make an error, when the word "versus" is abbreviated, the two acceptable forms are vs. and v., each with a period after them. In most usage, however, vs. is normally used only when reporting scores and matchups of sports teams, while the v. is used strictly in reporting (citing) parties in a legal case. In ordinary usage, the word "versus" is NOT abbreviated. To my knowledge, there are no respected reference works which condone the abbreviation without the accompanying period. However, that said, English is a fluid, constantly evolving language. What I say and write today could easily be negated by common usage tomorrow. Larry, even your other postings contain slipups which might give a finicky person ammunition to pillory you. One minor example (recent) was: <i>"Wes, of all people you should know better than to post on multiple sites."</i>

From Laurence Thayer

Date Feb-05-04 08:02 AM

Subject Re: Font size

in which you left out a required comma after the clause "of all people." <i>(Interesting sidelight - were you aware of when it is correct to place punctuation inside quotation marks and when it is correct to place the punctuation outside quotation marks?)</i>

So, I guess (by now, anyway) you realize I've been having a little fun at your expense, Larry, while using the opportunity to decry the inadequate software of the ASQ Forum. Just incidentally, it is a gentle reminder that we attack ideas in these Forums, not each other. Peace and love, colleague.-Wes Bucey

18103 Re: Re: Letter: QP Should Be Focusing on Senior Managers

Laurence Thayer

May-02-04

I assume you weren't an editor. Its vs it's.

18102 Re: Letter: QP Should Be Focusing on Senior Managers

Carlos Pereira da Cruz

May-01-04

What is the purpose of QProgress? Is it fullfilling it's purpose? Once I worked for an economic newspaper... then I realised that news were not the issue, news were the support for the big thing, publicity! So what's the purpose?

18100 Letter: QP Should Be Focusing on Senior Managers

ASQ Staff

Apr-30-04

Brien Palmer's article "Overcoming Resistance to Change" (april 2004, p. 35) could be quite good, however, as most of the articles in Quality Progress, it is vague and it is written by quality professional to quality professionals. There is a major deficiency in that fact, since although in many cases quality personnel are actioned to be the agents of change they are not the major players that have to be catered and convinced - these are senior management. Very often quality professionals are perceived only as trouble makers and paper pushers, since they do not manufacture anything and are basically overhead (it is sad, but when things are going sour they are the first to get axed). The convincing and training has to be to the senior management and this the first priority. This is the reason why most of the initiatives do not reach objectives. It is to bad that this society is becoming a fraternity - people are brooding in their own sauce and nobody really cares. It is fundamental to go out and cater other societies such where senior management is participating as members, this is the only way to get the messages across.

Isaac Glick, Ph.D., MBA, P.Eng

TechServ

Concord, Ontario

iglick@idirect.com

18099 Re: Letter: Article on Change Lacks Basic Concepts

ASQ Staff

Apr-30-04

BRIEN PALMER'S RESPONSE:

I appreciate Mr. Barbieri's comments, and very much agree with them. Please note that the article in question was an excerpt from the book Making Change Work: Practical Tools for Overcoming Human Resistance to Change. Because of space limitations, it covered only one aspect of the book (and of change-management in general): the initial step of measuring an organization's readiness for change. The remainder of the book covers all of the other aspects of the article's "change model" in detail: leading change, creating shared need, mobilizing commitment, and so forth. In doing so, it does indeed address the important topics noted by Mr. Barbieri: the critical nature of good communications, the need for high participation, dealing with resistance and the rumor

mill, use of the force field analysis, etc. It is heartening to see a general consensus of good change-management principles among practitioners. I hope that we are able to make a difference by highlighting the importance of the "human" aspects of change.

Brien Palmer
Managing Principal,

InterLINK Management Consulting
www.InterLINKBusiness.com

18094 Letter: Article on Change Lacks Basic Concepts
ASQ Staff
Apr-29-04

In response to the article "Overcoming Resistance to Change" by Brien Palmer in the April 2004 issue (p. 35), I was surprised to not find the following major concepts in the article: 1. The ability of an organization to absorb more change is directly related to the amount of errors in the communications system. 2. Having a supervisor with high credibility involved with the change increases its propensity for acceptance. 3. Do not spring surprises on people, test the water first. Unannounced change is a poor methodology. 4. Use the rumor mill that exists at all companies to help spread the idea for a change. 5. How to use specific tools to get people who oppose the change to actually be the champions of the change. 6. Use of the force field analysis. 7. No mention of the factors which increase resistance to change and the factors which decrease resistance to change. I find it hard to take serious an article that does not cover the basic concepts that support the use of the authors proposed tool or technique.

Dick Barbieri
ASQ CQE, CQA
Fellow
rbarbieri@injectronics.com

18085 Letter: Taguchi Loss Function Vs. Real Money
ASQ Staff
Apr-27-04

I see some people still consider using the Taguchi Loss Function. Has anybody noticed it's counter to Six Sigma, and does not really 'speak' the language of management -- "real" money? Dr. Taguchi speaks of 'Loss To Society.' Admirable as that may be, my experience tells me management is first concerned with offering a good product at a good value at the best price -- and to constantly improve quality and reduce costs to enhance customer's and shareholder's value. To give an example of how his approach can drive you in the wrong direction: In his book, (?Introduction to Quality Engineering,? Asian Productivity Organization, 1986) on p. 22, he presents a problem paraphrased here: "... Customer Tolerance is mean +/- 200; Cost of exceeding the tolerance is 8000. Factory Cost is 300; process standard deviation is 40. According to the loss formula, I need to

reduce the tolerance by: $\text{New Tolerance} = (\text{square root of Cost at Customer} / \text{Internal Cost}) - \text{Old Tolerance} = 200 * (\text{square root of } 300 / 8000) = 39$. The process tolerance should be set to 39 (later modified by a recursive relation to a tolerance of 45 on page 23 resulting in a 26.7% percent defective!) Let's analyze this situation: FIRST, the basics: I take a process with a Cp/Cpk of $200 / 3(40) = 200 / 120 \sim 1.67$. AND the Defect Rate is $<100\text{ppm}$. I want to propose to management to reduce the tolerance to the supplier to 45 and incur a loss to the supplier with a defect level of 27%. This would be an appreciable ?loss to society? ? to take a process with a Cpk of 1.67 and impose a tolerance that will incur a 27% loss. I would not try to convince my supplier, or management, that the process needs to be adjusted; Changing this process would be a low priority. SECOND: Technically, it will always be cheaper to fix a problem internally rather than at the customer's site. Thus, the reduction ratio will always be less than one. And if I leave the company, the next person can come in and readjust tolerance even lower; there is no stopping criteria because the formula is based solely on the ratio of expenses. That ratio of fixing the problem at the customer's site versus internally will essentially remain constant over short timeframes. Thus, a new person may reduce the tolerance even further. Historical Note: The loss function was developed in the 50s, and it was developed around both a linear/quadratic model. The key item for managers was to establish a breakeven cost point, and adjust the process in accordance with a true breakeven costs. It's too long to discuss here; but, I can offer a new loss formula to communicate the correct business decisions in real dollars and still retain the goal of correctly setting the tolerances with regard to total loss ? if there is an interest.

Daniel Altenloh

Dallas

daltenloh@comcast.net

18049 Letter: Comment From Directors of Baldrige National Quality Program

ASQ Staff

Apr-20-04

Professors Dean and Tomovic ("Does Baldrige Make a Case for Quality?" April 2004, p. 40) accurately point out the need for further research into the relationship among the items in the Baldrige criteria and the overall relationship to organizational effectiveness and capabilities of business, education and healthcare organizations. We are eager to conduct such research. They also correctly cite the reasons why extensive research has not occurred to date, the lack of authority and funding?as well as the need to protect the confidentiality of information provided by Baldrige Award applicants. That said, it is important to emphasize the Baldrige criteria are a results-oriented systems approach to overall organizational management that can help organizations improve processes and results. The requirements for trend data document improvement over time and the rate of that improvement. The criteria and scoring system have been empirically tested by thousands of users and are continuously improved based on what we learn from users, the results of academic research and the needs of the communities we serve. If quality management is approach and deployment (as asserted by Dean and Tomovic), then the Baldrige framework goes beyond quality management because results are vital to the

achievement of performance excellence. Indeed, we believe many organizations fail in their quality management programs because they expend tremendous energy and resources on approach and deployment, without monitoring or aligning their activities with key processes and results. The fictitious example Dean and Tomovic chose to illustrate their point ignores a key aspect of the relationship between the Baldrige approach/deployment items and the overall effectiveness of an organization. In responding to the criteria, an organization is required to demonstrate results that are directly related to each of the six process categories rather than a single result that is not directly correlated to any of the items in categories 1-6 (i.e. home runs hit for the Blarney Award). To improve, organizations must do more than state they carry out a particular process. They must demonstrate the process produces specific results that are systematic and sustainable, or they should rethink the process. If a truly analogous example were to be cited for the Blarney Award, it would have to involve something like the following: The process items might be 1) Physical strength; 2) Overall foot speed; 3) Overall stamina; 4) Hand-eye coordination; and 5) Fan approval. Results correlating to these items could include the following: 1) Pounds bench pressed; 2) Speed to first base; 3) Results of annual team physicals; 4) Reflex speeds; and 5) Number of autographs signed each year. A successful outcome of all these processes would be a high performing ballplayer. No doubt it would be worth researching the relationships between process items and overall organizational success to better understand the relative importance of each item to overall success. However, the business, healthcare and education communities are paying attention to the overall performance improvement being accomplished by Award recipients because they already recognize paying close attention to categories 1-6 does help improve overall performance. History has shown the organizations that have adopted the criteria range from those on the verge of failure to those that are already excellent organizations that want to enhance those results. In the spirit of continuous and breakthrough improvement, the Baldrige National Quality Program will continue to evaluate the effectiveness of the Baldrige criteria and will continue to identify organizations for others to emulate in the U.S. and around the globe. We welcome thoughtful discussions about the Baldrige Award and criteria, such as this one by Dean and Tomovic, and we welcome others' comments and ideas for improvement. Our next annual Improvement Day is on July 28. Please check our website, www.baldrige.nist.gov, for the call for comments and registration information.

Harry S. Hertz, Director

Barry I. Diamondstone, Deputy Director

Baldrige National Quality Program

harry.hertz@nist.gov

18047 Corrective action for Mr.Pareto Head:-

Govindarajan Ramu

Apr-19-04

In the April 2004 issue, Mr.Pareto Head, the banner in Seminar 2 "Corrective action" says "How to fix problems" and report cost savings. I interpret this as "correction" rather than "Corrective action". According to ANSI/ISO/ASQ Q ISO9000:2000, 3.6.5,

Corrective action is "action to eliminate the cause of detected nonconformity." Note 2 further provides clarity as to "Corrective action is taken to prevent recurrence". In my everyday life here at my work , I keep clarifying this difference. But did Quality Progress, miss this error in their review?

Regards,

Govind Ramu,P.Eng,
ASQ CQMgr,CQE,CSSBB,CQA,CSQE,CRE
QMS Auditor IRCA (UK),
Senior Member ASQ.

18046 Re: Re: One Vague Idea

Wesley Bucey

Apr-16-04

From Wes Bucey, Quality Manager

I take credit (or blame) for coining the word "Gobblespeak." I introduced it recently in the ASQ Forums in describing a particularly evasive answer from <i>Web Offerings.</i> I have been using the term for about 20 years. I coined it as a sarcastic response to folks who used terms like "business speak," "bottom-line-wise," and "plain speak." -Wes Bucey

18045 Re: Re: One Vague Idea

Carl Keller

Apr-16-04

I vote that it is in fact "gobblespeak" and should be avoided. We should lean towards the tried and true phrase "mindless prattle" instead.

Carl-

18044 Re: One Vague Idea

Wesley Richardson

Apr-16-04

Gemba is certainly not a new word, nor is it gobblespeak. By the way, is "gobblespeak" itself gobblespeak or a new word? Refer to Gemba Kaizen by Masaaki Imai (1997) for definitions of gemba.

Wes Richardson

18043 Re: Re: Re: Re: Re: One Vague Idea

Carlos Pereira da Cruz

Apr-16-04

Harvard Business Review issue from April 2004 has an article called "The ambidextrous organization" that starts like this: "The Roman god Janus had two sets of eyes?one pair focusing on what lay behind, the other on what lay ahead. General managers and corporate executives should be able to relate. They, too, must constantly look backward, attending to the products and processes of the past, while also gazing forward, preparing for the innovations that will define the future. " I think that Romans got it right!

18042 Re: Re: Re: Re: One Vague Idea

Andrew Nutt

Apr-16-04

You've got it Carlos. I can't tell you how many projects I've been given that started out as: "Implement SPC on everything," "Train everyone on DOE," "We need to flowchart our entire business," etc...But when asked what our top customer complaint was or what our top nonconformance was, there was only suspicion but no factual data. How are we to know if the program we want to implement is going to have any effect?

Andy 4/16

18041 Re: Re: Re: Re: One Vague Idea

Andrew Nutt

Apr-16-04

Well stated Bill. You summarized my thoughts exactly.

Andy

18040 Re: Re: Re: One Vague Idea

William Pflanz

Apr-15-04

Andy,

Very perceptive comment about the metrics. Management wants improvement but how many managers know where they are now. The pull part that you are talking about should come from an understanding of the baseline data and the value in going to a new level. Carlos talked about starting at Check in PDCA. I have always thought of Check as collecting data to determine whether the action you took in Do actually improved the results. It is in the Plan phase where you collect data, evaluate whether it is where you want to be, and develop an action plan for improvement. Act is where you make the change permanent and then use the next set of data to plan a new action or stop if you are satisfied with the results. Training to complete an activity is different from training to learn the theory. Gemba is worthless in the first instance but could be valuable in the second. Practicing the theory is okay but evaluating whether it you accomplished what you wanted with the theory is different. A trainer I advised wanted to know how she knew she was effective. Her metrics were number of attendees, satisfaction with the

course, % trained of total workers etc. When I suggested she look whether the workers had actually improved something in their job using the training, she seemed confused. The workplace data should have been used to identify a problem. If lack of training was identified as a root cause, then she should train them, have them collect more data and see if they improved. If nothing changed then her training was ineffective or it wasn't the root cause. Either way, the workplace data is used to decide the next steps. (It turned out training was important but not the root cause. The real problem was an inconsistent and unenforced policy on how to use the system, i.e. a management controlled solution). If you don't know where you started and you don't know where you want to end, does it really make any difference whether you use Gemba, SPC, or XYZ? Management sometimes think that it is the program that gets you what you want but it is really the knowledge of your system.
Bill Pflanz

18039 Re: Re: Re: One Vague Idea
Carlos Pereira da Cruz
Apr-15-04

Dear Andrew:

"These new concepts or programs always seem to start with the program itself, meaning they have a perceived need to implement Gemba or Six Sigma or TQM or whatever."
I think you're right, in my humble opinion the problem is in the PDCA cycle, normally one starts on the Planning phase. "Rather than starting by pushing a program, I guess I'd like to see more of a pull system. One should start on the Check phase, as you write... What's our present situation versus Where do we want to be. In doing so we check the results and decide (act) to improve or not, the Planning phase is focussed on getting specific results.

18038 Re: Re: One Vague Idea
Andrew Nutt
Apr-15-04

I don't know. I think the vagueness comes into play in that with any of these new flavor-of-the-month programs, people get the training but no one knows where, when or how to apply the training once it's done. I saw Gemba falling into that category. As far as fact-based decisions and management doing what they want, I don't have a problem with management doing what they want, I think they've earned that right, (in most cases). The problem comes in where we have no way to measure if what they decided to do had any impact on what they were trying to accomplish. What are we ultimately looking for: a reduction in customer complaints?, reduced internal nonconformances or scrap? These new concepts or programs always seem to start with the program itself, meaning they have a perceived need to implement Gemba or Six Sigma or TQM or whatever. Rather than starting by pushing a program, I guess I'd like to see more of a pull system. For example, because we have a need to improve these overall metrics, we need some

training in SPC, DOE, Pareto, etc. This way the training given will have specific issues that the training could be applied to.

Andy 4/15/04

18032 Re: Letter: Baldrige Article Is Destructive

ASQ Staff

Apr-15-04

RESPONSE FROM MARK DEAN AND CYNTHIA TOMOVIC:

Thank you for your response to our article. It provides an opportunity to try to clarify some apparent misunderstandings. Dr. Tomovic and I are both very strong supporters of the Baldrige model and the Baldrige process, and we know and respect the experts at NIST that make it all happen. As quality director for a large military-industrial organization, I used the Baldrige model as the foundation for our QMS. As a professor, I teach Baldrige in the classroom. And as a consultant, I continue to use the Baldrige as a model for continual improvement. Dr. Tomovic sat on the committee that helped bring the Baldrige to the education sector, and has a longstanding professional relationship with Dr. Curt Reimann, one of the founding fathers and still a key mover in the Baldrige community. No, our intent was not to take "cheap shots" at the Baldrige. Rather, in the spirit of continual improvement which the model espouses, our intent was to promote empirical studies to validate the model, and also to help determine empirically validated weights for the approach-deployment elements. As professionals in the quality community, we believe the Baldrige is a powerful model for organizational improvement and achievement. However, we also assert that this belief needs to be empirically tested. We noted that there is a wealth of data that could be drawn upon to assist the quality community with this effort. We hope that our article will stimulate this research and ultimately yield empirical data that will assist us in our efforts to help companies achieve ever increasing quality, productivity and competitive position.

Dr. Mark L. Dean

Assistant Professor

Organizational Leadership & Supervision

Purdue University

Dr. Cynthia L. Tomovic

Department Head & Professor

Organizational Leadership & Supervision

Purdue University

18028 Re: Re: Letter: NIST Should Publish All Data

William Pflanz

Apr-14-04

Carl,

You may want to look at my posting in reply to Mike Harkins in this Quality Progress board. Bruce just wrote a letter to the editors of Quality Progress about an article.

Posting it here does not mean that Bruce will see any reactions or answering any questions unless he also is a regular visitor of this board. You may not get a response from him unless you email him at the address given.

Bill Pflanz

18027 Re: Re: Letter: Baldrige Article Timely at Dana Corp.

William Pflanz

Apr-14-04

Mike,

From the way your posting was written, you were probably expecting Jim to respond. Just so you know, ASQ posts some of the letters to the editor from Quality Progress on this Discussion Board. I did contact Jim for you, copied his letter and your posting and asked for his comments. First, he said he okayed the posting as a result of a request from ASQ but does not visit the Board himself. He also noted that ASQ left out the second paragraph of his letter which he thought answered your question. Here is that paragraph. "Currently, we are undertaking a correlation study between our internal Baldrige assessment scores, Financial results and People Survey results. Your article highlights some of the questions that we are trying to answer about the Baldrige program, and I was hoping that you might pass my email along to the authors, Mark Dean and Cynthia Tomovic, to see if there is some kind of a dialogue we might have on the subject." Apparently, ASQ posts these letters for board users to discuss not necessarily to allow the writers to be questioned further. Hope this helps with your question.

Bill Pflanz

18026 Re: One Vague Idea

Robert Richards

Apr-14-04

I, too, had not encountered the term gemba before, although the idea of identifying the core, value-adding processes, facilities, and staff seems to have some value, although, as the article says, it is usually pretty obvious which parts of an organization are more at the heart of success. What I found odd was the author's idea that Baldrige, ISO 9001, Six Sigma and lean are all equivalent quality systems from which executives should pick and choose. It is a little bothersome that he doesn't appreciate that Baldrige and ISO are, respectively, business management and quality management system frameworks, while Six Sigma and lean are simply tools that can be used within those frameworks to reduce process variation or eliminate waste.

Bob Richards

18025 Re: Letter: NIST Should Publish All Data

Carl Keller

Apr-14-04

Bruce,

Par for the course. I have had a posting on the Standards discussion board for a couple of weeks asking how many companies failed to register to the new ISO 9001 standard.

Nobody knows. Well, SOMEBODY knows, but they aren't telling. Integrity is not the strong suit of our profession it would seem. Reminds me of a quote: "ignoring the facts does not mean that they cease to exist" - Aldous Huxley

Carl Keller

p.s. Nice last name ya got there!

18022 Letter: Baldrige Article Is Destructive

ASQ Staff

Apr-14-04

I have become accustomed to reading article after article of consultant infomercials in Quality Progress. They're usually entertaining and sometimes even useful. The article "Does Baldrige Make a Business Case for Quality?" in the April 2004 issue is a different story though (Mark L. Dean and Cynthia L. Tomovic, p. 40). Many of us are trying to make a living in this quality business. We don't need a couple of Ph.D.'s in organizational leadership and clinical psychology taking cheap shots at one of the foundations of the quality movement because NIST wouldn't give them data. Would they even know what to do with the data if they got it? I'm always suspicious of people who cite a software product instead of explaining their statistical method. That article was worse than useless. It's destructive. Please give us something we can use!

Frank Gmeindl

Certified Quality Manager, Certified Quality Engineer, Certified Software Quality Engineer, 12 year member

fdg@sei.cmu.edu

18021 Letter: NIST Should Publish All Data

ASQ Staff

Apr-14-04

I would like to comment on the article (April 2004, "Does Baldrige Make A Business Case for Quality?" p. 40) by Mark Dean and Cynthia Tomovic. In the article it was pointed out that there is a significant investment potential for what can be referred to as the Baldrige Index. In this article, the two authors were also throwing down the gantlet as it were, for someone to find a way to research this information. I totally agree with them. If NIST has done some data-mining to get certain facts, why can't it put a commission together and research and publish additional Baldrige Award winners' trends while still keeping the confidentiality in check? If confidentiality is a major issue, then keep it confidential, but share with the world what they can regarding the other benefits of quality management. It would seem that while we quality professionals are focused on gathering data that helps us to make better decisions, we still are not able to

practice what we preach. I think it is time to look back and see why we started the Malcolm Baldrige National Quality Award in the first place.

Bruce E. Keller, Sr.
Executive Training Coordinator
Village of Bolingbrook
Bolingbrook, IL
bkeller@bolingbrook.com

18020 Re: Letter: Baldrige Article Timely at Dana Corp.

Michael Harkins

Apr-13-04

Jim:

I'm not sure of your point. The article suggests that the Baldrige award criteria implies that there is a connection between the approach/deployment criteria and the business results. Are you suggesting that your company is proof of this, or the alternate hypothesis, that there is no such cause-effect relationship? I think the authors were trying to point out that there has been no proof of such a cause-effect relationship.

Mike Harkins

Round Rock, TX

18017 Re: Re: Re: One Vague Idea

William Pflanz

Apr-12-04

Thanks for the definition of gobblepeak, Wes. I did guess what it meant even though I was not familiar with the term. When I responded to Andy's message I had to refer back to his message since I started to use gobbledygook which means about the same thing. Gemba has a nice sound to it that reminds you of gobblepeak. Maybe the literal meaning of it is also gobblepeak in Japanese. These discussion boards do provide an opportunity to learn a diversity of information.

Bill

18016 Re: Re: One Vague Idea

Wesley Bucey

Apr-12-04

From Wes Bucey, Quality Manager

Thanks, Andy and Bill, for proliferating "gobblepeak." I may be one of many who abjure use of coined terms, **except** when there is adequate context to make the meaning clear. The problem, of course, is exacerbated when subsequent users omit the context and flaunt the coined word as if it were some serious term *<i>(rather than our fun word, "gobblepeak" - noise like turkey gobbles, with as much sense and meaning.)</i>*

In these Forums as well as other venues, I point out that most people who are not privy to the meaning of jargon often resent its use by other people. If you find yourself being resented, odds are that resentment will carry over to cooperation, approval, raises, and promotions. In which case, you have no cause for whining and sniveling if you use jargon willy-nilly and you get passed over for promotion. -Wes Bucey

18015 Re: One Vague Idea

William Pflanz

Apr-12-04

Andy,

It is not so much that Gemba is vague - a quick Google search will explain it - the real issue is how is gemba different from Six Sigma, TQM etc. Gemba is part of the Kaizen improvement philosophy which had its roots in Deming and Juran's work in quality. When I looked up the definition of Gemba it meant the place where real action occurs. A factory floor is gemba and financial management, marketing & sales and product development is not. The theory is that to improve, the workers on the factory floor need to be listened to and engaged. Tom Peters marketed almost the same thing in the 80's with management by walking around. Gemba is great theory but marketing & sales better get the right customer requirements, product development better design it right and financial management would probably like to be involved to determine if you can even make money on what you make. The problem with fact based decision making is that management do not always want the facts to get in the way of what they want to do. During my cynical times, I don't so much disagree with the gobble speak as much as kick myself for not coming up with the idea myself and selling it. It is almost like the financial wizards on TV that are willing to help you become a millionaire by listening to them. They make their money not by using their own advice but by selling their books, tapes and speeches on their advice.

Bill Pflanz

18013 Letter: Could SAAB Have Gained Ground Before GM Took Over?

ASQ Staff

Apr-12-04

I enjoyed Richard J. Schonberger's article "Make Work Cells Work for You" in the April 2004 issue (p. 58). His recounting of two decades worth of personal experience in this arena was stimulating. It brings to mind something from my own past experience. I was working on European cars (mechanic) in the early 80s, and learned that SAAB Cars had built a new plant in Torslanda, Sweden, which would employ the concept of "assembly teams." The majority of the final assembly of each car was accomplished at unique work platforms, capable of multi-axis articulation of the car. The amount of kneeling, bending, stooping and so forth was measurably reduced. Assembly technicians were able to cross-train and swap responsibilities with little effort and less workflow interruption. Teamwork and cooperation readily improved. After-hours sports competitions between

teams became popular (strictly in the brief Swedish summer, I would guess!). Apparently, the total vehicle assembly time was reduced, and no doubt plant productivity improved. But the "build quality" of SAAB cars did not really come of age until after GM took over in the 90s. It would be interesting if Schonberger were to investigate SAAB's efforts during the years just before GM, apply his expertise, and comment on where they might have gained more ground. As a new member of ASQ, I appreciate the tools, knowledge and insight made available.

Mike Moore, Quality Auditor
M7 Aerospace LP
Mike.Moore@M7Aero.com

18012 One Vague Idea

Andrew Nutt

Apr-12-04

I'll frequently start on the last page of QP to see what ideas quality professionals are coming up with. The April 2004 issue was especially disheartening. I'm still not sure what gemba is supposed to be or do for your company. I think it could best be described by one word -- gobblespeak. It seems we are a bit heavy on marketing and a weak on engineering and fact-based decision making.

Andy 4/12/04

18011 Letter: Change Management Principles Applied Immediately

ASQ Staff

Apr-12-04

Please express my appreciation to Brien Palmer for his excellent article on change management ("Overcoming Resistance to Change," April 2004, p. 35). As Director of Quality Management and ISO Management Representative, I am a major catalyst for change within our company. This afternoon, as I was about to walk into a meeting with my president to discuss a proposed change, the latest issue of Quality Progress was delivered to me by a staff person. I immediately scanned the article and was able to apply its principles. It was easy reading and right to the point. Keep those excellent articles coming!

Porfirio G. Rios

Director, Quality Management & Internal Compliance

BAE Systems

Integrated Defense Solutions

porfirio.rios@baesystems.com

18010 Re: Re: Letter: Common Phrase Needs Clarification

Andrew Nutt

Apr-12-04

Amen Carlos.

I couldn't agree more. Andy 4/12/04

18002 Letter: Baldrige Article Timely at Dana Corp.

ASQ Staff

Apr-08-04

The April 2004 Quality Progress article "Does Baldrige Make a Business Case for Quality?" was very timely here at Dana Corporation (Mark L. Dean and Cynthia L. Tomovic, p. 40). We have run an internal Baldrige assessment program since 1992 that parallels the Malcolm Baldrige National Quality Award (MBNQA) assessment process. In that time frame we have had divisions in North America, South America, Europe and Asia-Pacific submit 569 internal applications. Two Dana divisions have received the MBNQA (1996 and 2000), four divisions have received national quality awards in Canada (2001 and 2002), Australia (2000) and Brazil (2003), and many divisions have received numerous state quality awards. Currently, we are undertaking a correlation study between our internal Baldrige assessment scores, financial results and people survey results. The article highlights some of the questions that we are trying to answer about the Baldrige program, and I was hoping that you might pass my e-mail along to the authors, Mark Dean and Cynthia Tomovic, to see if there is some kind of a dialogue we might have on the subject.

Jim Beckham

Director, Global Dana Quality Leadership Process (DQLP)

Dana Corporation

Ottawa Lake, MI

jim.beckham@dana.com

17993 Re: Letter: Common Phrase Needs Clarification

Carlos Pereira da Cruz

Apr-07-04

"In short, the main purpose of the QMS standard is complying what the organization says and does with the requirements." I used to think that way, now I see that only as a baseline. Sure we need to be conforming, conformance brings reduced variation, but as long as a QMS matures performance is the top issue. Instead of asking the traditional "Do you do what you say you do?" I think that much more value added is in stake when we ask:

? Where do you want to go? (Example: What's the purpose of this process?)

? How will you know if you are in right direction, at the right pace? (Example: What measures do you use to monitor this process?)

? What's your level of performance?

? Is that level acceptable?

? Did anyone analyse those performance results?

- ? What were the conclusions?
 - ? Is there any performance improvement project in place?
- Performance is the issue number one!!! Not conformance

17982 Letter: Common Phrase Needs Clarification

ASQ Staff

Apr-05-04

The article in March 2004 issue "Basic Requirements of a Quality Manual" (Kevin Grimes, p. 21) was very clear and contains useful guides for the purpose. Actually, it has elaborated ISO 10013:1995, "Guidelines for developing quality manuals." Specially the samples are very helpful. But I would like to clarify and stop a common misunderstanding about the well-known phrase, "Say what you do and do what you say." Compliance with the requirements of ISO 9001:2000 and respecting the above recommendation are two different things and completely separate. The purpose of the QMS standard is clearly explained in its introduction and also in its scope. Without satisfying the requirements, and with objective evidences for the auditing purposes, no organization can claim compliance of its processes and activities with the standard. It is obvious that implementing and maintaining a QMS end with generating the relevant and required records. That is, it encompasses "walking the talk." As such, the organization says what it does and does what it says and also can demonstrate it. But the opposite is not necessarily true and may be misleading. In short, the main purpose of the QMS standard is complying what the organization says and does with the requirements.

Hesam AREF KASHFI

Continuous Improvement Engineering Consultants

Tehran, Iran

harefkashfi@neda.net

17981 Letter: Short Quality Policy Is Best

ASQ Staff

Apr-05-04

The article "Basic Requirements of a Quality Manual" by Kevin R. Grimes (March 2004, p. 21) is excellent, and the topic does not seem to be addressed very often. I have a couple of comments. First, under the heading "Reviews and Approvals," Grimes states it is not necessary for every page to be signed. To save space on the page and eliminate clutter, I would like to not have any signatures on the text pages. If the company states in its policy that a senior executive approves the manual, and assigns the responsibility to make or coordinate all revisions to one individual so revisions cannot be made by anyone else, and if that individual conforms to the policy regarding approval of revisions, then all subsequent revisions would be approved. Would this meet the requirements of ISO 9001? Second, regarding the "Quality Policy," I believe, in general, it is better for a company to have as short a policy as practicable. All the extra detail in a long policy can and probably would be used against the company if it were later involved in litigation. The company

would then be in a defensive position about all the details. And unless the details are written crystal-clear, a plaintiff lawyer will probably try to twist the meanings to the detriment of the company. Again ? this is an excellent article!

Paul Oleksa

Poleksa@oleksa.com

17980 Re: Letter: Article on Quality Manuals Takes Giant Step Backwards

J.P. Russell

Apr-05-04

I agree with you and I cannot figure why ASQ would publish this other than to sell the book (as you stated). I know the reason for books like the Grimes book, but I was very surprised that Quality Progress made it a featured article.

JP Russell

17957 Re: Re: Re: Re: Re: Re: Re: Re: Letter: Article Lead to Book Purchase

Carlos Pereira da Cruz

Mar-30-04

I believe that the disclaimer is only a technical way of avoiding risks of future litigation, just that. What's the purpose of a blind peer review? I don't agree with the existence of quality just for the quality sake, I believe that quality, or registration just for registration sake is a non quality cost. I believe that we're living times where companies should behave as monomaniacs trying to execute their strategy, whatever runs away from this purpose is waste of resources... we only need to follow ISO 9000:2000 definition of system. Endorsing, or promoting the design and implementation of quality management systems just for the sake of registration, is not against the law, but is bad use, bad promotion, for the ISO standards. Please check ISO 14015 disclaimer... with such a disclaimer what's the purpose of the standard... is just a technicality... smart lawyers stuff.

17951 Re: Re: Re: Re: Re: Re: Re: Letter: Article Lead to Book Purchase

Wesley Bucey

Mar-29-04

From Wes Bucey, Quality Manager

Here's an example of what I would prefer to see BOLDLY displayed in the pages of Quality Progress as a disclaimer. http://isotc176sc2.elysium-ltd.net/APG_index.html <i>"The website is primarily aimed at QMS auditors, consultants and quality practitioners. The papers and presentations that make up the content of this website are not definitive. They reflect a number of different views in QMS auditing. As such, their content may not always be consistent. It is not intended that the website's content will be used as specified requirements, an industry benchmark, or as criteria that

all QMS auditors, consultants or practitioners have to follow."</i> -Wes Bucey

17949 Re: Re: Re: Re: Re: Re: Letter: Article Lead to Book Purchase

Wesley Bucey

Mar-29-04

From Wes Bucey, Quality Manager

I don't see it as a big challenge. I think many (not all) would agree Mr. Grimes and his methodology are not "wrong." There are even a large number who would object to the term "outdated." The point is (which I understand is your <u>major</u> point):

<i>"Does Quality Progress imply (by lack of disclaimers to the contrary) that the viewpoints and methodologies it publishes are the CORRECT WAY to think about and to perform quality-related activities?"</i> If the answer is YES. Is this acceptable? Why or why not? If the answer is NO. Why do so many have the opposite view? Could this be remedied by adding specific disclaimers? What phrasing would we accept in the disclaimer? <u>My point </u>here is to avoid an argument on the net merits of ANY of the points of view presented in Quality Progress, but, instead, to focus on making Quality Progress a more professional and dispassionate information tool. When QP wants to issue an official point of view of ASQ, let it be labeled so, just as we expect opinion to be limited to the editorial pages and columns of the Wall Street Journal and New York Times. If experienced practitioners such as I, can be confused, imagine how much more readily the newbies are confused. -Wes Bucey

17948 Re: Re: Re: Re: Re: Re: Letter: Article Lead to Book Purchase

Carlos Pereira da Cruz

Mar-29-04

"I wrote before: "Doing manuals as in Mr. Grimes's book is not against the law, will allow registration... but will it be useful?" What a challenge Wesley... Let's start from the beginning "What is the purpose of an organization as ASQ?" "How can ASQ make a dent on the Universe?" Surely not by endorsing outdated methods, surely not by promoting programs as Six Sigma as an end in itself.

17944 Re: Re: Re: Re: Re: Letter: Article Lead to Book Purchase

Wesley Bucey

Mar-29-04

From Wes Bucey, Quality Manager

Ah, yes. Diversity is so "diverse." (Ha Ha) I think the continuing bone of contention among many experienced and respected ASQ members is where the line <i>[not to be crossed]</i> is between: a) presenting a "point of view" as one of many different points of view, and b) presenting a point of view as if it were the official company "line" or

policy and therefore the ONLY "acceptable" point of view. In Carlos's letter, he expresses the opinion the line has been crossed by *Quality Progress*. Steve seems to acknowledge that as the thrust of the issue. **Let's limit the current discussion as to where and whether there should be such a line and to whether Quality Progress crossed that line.** Let us NOT attack or defend the merits of Kevin R. Grimes' book "Basic Requirements of a Quality Manual" or his point of view as expressed in the article. Does that seem fair?
-Wes Bucey

17942 Articles in QP now in PDF format!!!

John Harrison

Mar-29-04

I just printed off an article from the latest edition of QP and it was in PDF format instead of HTML. Wow! I had asked that they do that months ago and they replied that they were working on it. It has come to fruition. Who ever in ASQ is responsible for the change, THANK YOU!! My goodness - returning to readable font size on the website AND PDF copies of QP articles! We're almost getting to be modernized and customer friendly!!

John Harrison

17936 Re: Re: Re: Letter: Article Lead to Book Purchase

Steven Prevette

Mar-29-04

So now we have a second letter in favor of Mr. Grimes article. I think a good discussion would be - how do we encourage good discussion of these articles? Obviously, not everyone is going to agree with every article. Can we document what it is about the article that we perceive as flawed? I still think this points out the frustration members are having in getting their points of view acknowledged by "ASQ" as an entity. And how "ASQ" appears to "sponsor" certain things that are questionable in some members eyes. As an author, I will point out that people do have different motivations for publishing. Certainly pointing out that one has a book published, or can take on consulting fees for doing what the article lays out is an incentive to write. Though things get pretty murky in terms of conflict of interest. But even for me, I do not write for solely altruistic purposes. If I am ever in search of a job, or decide to become (a hush comes over the audience . . .) a consultant then I will certainly pull out my stack of articles . . .

Steve Prevette

ASQ CQE

Section 614 chair 2004-5

17935 Letter: Quality Manual Article Is Useful

ASQ Staff

Mar-29-04

I found the article "Basic Requirements of a Quality Manual" by Kevin R. Grimes in the March 2004 issue (p. 21) to be very useful. I plan on referring to it often as I edit our quality manual to go from a QS9000 quality system to a ISO/TS 16949 quality system. Thanks for the great information.

Daniel J. Montgomery

Quality Assurance Manager

Advance Wire Products

dan_montgomery@advancewire.com

17932 Re: Re: Letter: Article Lead to Book Purchase

Wesley Bucey

Mar-26-04

From Wes Bucey, Quality Manager

Carlos is even more bombastic than I or some of the other, more respected contributors to the Forums, but he's right on target. This article to which Indira refers was a lot of self-serving pabulum. Most respectable Quality Managers I know just ignore such stuff.

Carlos reminds us it is the newbies who get their heads turned because this approach to writing Quality Manuals apparently has the imprimatur of ASQ as the DEFINITIVE method. Come and visit the Cove, Indira and Carlos, to see what real, working Quality practitioners do. <http://elsmar.com/Forums/>

-Wes Bucey

17930 Re: Letter: Article Lead to Book Purchase

Carlos Pereira da Cruz

Mar-26-04

My God... That's the purpose of including the article in QP, to sell, to sell, to sell. sell at all cost, jeopardizing the medium-long term future of the Society... like in the 80's the writings of Mr. Kaplan warning us to change the way how we managed companies... Even if the book presents a Jurassic approach to designing a quality manual, around clauses instead of around the strategy, or the processes, or... people around the world will buy the book because it is endorsed by ASQ, ASQ still impresses, and so ASQ name becomes discredited... When I look back to what I use to do in 1990, I remember St Paul's 1st letter to the Corinthians (Chapter 13: versicle 11) "11 When I was a child, I spake as a child, I understood as a child, I thought as a child: but when I became a man, I put away childish things" Doing manuals as in Mr. Grimes's book is not against the law, will allow registration... but will it be useful? I can elaborate a one page quality manual according to ISO 9001:2000 clauses without problems. Indira if you want I can show you a different kind of manual, according to the process approach and according to the systems approach.

17926 Letter: Article Lead to Book Purchase

ASQ Staff

Mar-26-04

The extracts from Kevin R. Grimes' book (March 2004, p. 21) lead me to order his book "Basic Requirements of a Quality Manual." The language of the article was very simple and easy to understand, even by those who have very little knowledge in preparation of a quality manual. The approach was easy to follow and very clear to interpret.

Indira

mprudent@tstt.net.tt

17925 Re: Re: Re: Letter: The Dishwasher's Magic Trick

Richard Ickler

Mar-24-04

By the time the appliance store got done they probably would have saved several hundred dollars to simply say "sorry for the mistake, keep the new dishwasher".

Richard Ickler

17924 Re: Re: Letter: The Dishwasher's Magic Trick

Carlos Pereira da Cruz

Mar-24-04

I'm not aware of american prices, does anyone have a figure for the extra costs incurred by the appliance store? How many times does this story, or part of it, repeat itself every year?

Regards

Carlos

17921 Re: Letter: The Dishwasher's Magic Trick

Wesley Bucey

Mar-24-04

From Wes Bucey, Quality Manager

I love this story - not so much because it was funny and had a happy ending for Casimir, but because it illustrates so many ways Quality principles impinge on our daily lives.

1) Casimir could have left a key to the house in a secret place and the event would have never happened <i>(neither would an "opportunist" burglar or vandal had access to his home.)</i> 2) The appliance store should have had a system in place to cross-index order number with customer for fail safe control, the order number being the unique identifier for the correct customer. 3) If Casimir's daughter had left an explanatory note, some of the confusion would have been allayed. 4) If Casimir had left contact

information for the daughter, she might have been able to alert him. 5) If Casimir had checked his phone messages from a remote location, he could have been prepared for dealing with the situation on his return. 6) If Casimir had negotiated with the appliance store, he might have kept the more expensive machine for a small payment and both he and appliance store would have been spared grief and aggravation of rescheduling (forget the accidental pipe breakage - that was entirely incidental and not subject to prevention by Casimir or appliance store.) All in all, a thoroughly enjoyable exercise in preventive action.

-Wes Bucey

17920 Letter: The Dishwasher's Magic Trick

ASQ Staff

Mar-24-04

With reference to the "Quality in the First Person " stories, I would like to share one of my own: ISO 9001:2000 offers a basic quality management system focused on meeting customer requirements. A very important ingredient of ISO 9001:2000 is confirmation of customer requirement. The following true story illustrates the impact of poor procedures in verifying which customer to service. The Dishwasher's Magic Trick While on vacation this summer at the Jersey Shore, we left our house unlocked in Pittsburgh, because our daughter living in Indianapolis planned to stay overnight in our house to make final arrangement for her upcoming wedding. When we returned home from our vacation my wife asked, "Did you order a new dishwasher?" "No way," I responded. "Well," my wife said, "we have a newly installed stainless steel dishwasher in our kitchen." Just when I was wondering why someone would install a new dishwasher in our house my daughter called from Indianapolis. Our daughter, Mo, said the appliance man had installed the dishwasher in the wrong house. The person's house they were supposed to install the dishwasher in, had the same last name as ours. When the appliance store service manager pulled-up the customer's name on their computer, our name popped up first so, without double-checking the address, they delivered the dishwasher to our house. The correct homeowner told the appliance store service manager they would leave the door unlocked because they would not be home. I also noticed over 13 calls from the appliance dealer on our phone's caller ID. I called and talked to the owner's son who had made the mistake; he apologized and invited me up to his showroom to pick out a new dishwasher. The appliance he mistakenly installed was a European model that cost nearly \$1000. I picked out a dishwasher that was equivalent to the one he took out of our house and destroyed. So within a few days the workers came to install the dishwasher in our kitchen. When the worker was done he said, " I have some good news and bad news. The good news is you have a brand new dishwasher; the bad news is I broke a pipe in your basement and tried to turn the main valve off and the handle broke off." Meanwhile, my basement is being flooded. I ran to my workbench, grabbed a pipe wrench and turned the valve off. I called the owner of the appliance store and informed him of the current disaster in not so gentle a manner. The owner told me his workers had already called him and he had called plumber and the plumber was on his way to my house. The plumber arrived and installed a new pipe and new shut off valve as I mopped up the basement. I guess I can't complain too much because I got a brand new dishwasher, and some

mended pipes in my basement. All is well that ends well.
Casimir Welch, ASQ Fellow
Pittsburgh, PA
Caswelch@aol.com

17911 Re: Re: Re: Re: New Membership Dues, RAB Debacle
Carl Keller
Mar-23-04

Sure Bob! Let's start here: from the RAB site "In 1989, the American Society for Quality (ASQ) founded RAB to offer accreditation services to registrars of quality management systems. RAB was structured as an independent legal entity, and is independently governed and operated. It is financially self-supported and has its own board of directors representing its stakeholders. " Now, Throw in the fact that initial RAB certification costs \$340, and \$340 every three years to re-cert, annual "dues" of \$220 and your audit journal and other required qualifications are subject to review by "Volunteers from U.S. business and commerce" who, by all indications, do not have to be RAB certified themselves. Sounds like a Money making cocktail even Trump would marvel at. You have the ASQ in your pocket, you can't possibly get certified unless you are working for a registrar, and in 5 years you are going to shell out about \$1,500 just in cert costs, not to mention the ongoing education requirements (RAB approved courses of course) Now, what do you get for that? The ability to interpret the standard however you see fit. I have worked with 6 different registrars over the past 10 years, every one of which had their own perspective on the standard. there was virtually no commonality between them. I call that a Debacle.

Carl-

17910 Re: Re: Re: Re: Re: Letter: Why Is Six Sigma Even Mentioned?
Carl Keller
Mar-23-04

Can I chime in? ISO REGISTRATION is only as good as the process that monitors that registration. With over 47,000 companies registered in the U.S. and less than 20 having their registration pulled due to a failed audit, how good do you think the process is? The power of ISO is in the hands of the people that decide to use it as a quality system and not a marketing tool. I have met Quality professionals that THOUGHT their company was using it for the noble cause of making their system better, however I have yet to find a company that was actually using it in the manner in which it was truly intended.

Standard=good Registration=scam

Carl-

17904 Re: Re: Re: Re: Letter: Why Is Six Sigma Even Mentioned?

Andrew Nutt

Mar-22-04

Bill,

I agree with your statement that there were many companies in the past (and probably still today) that were treating ISO registration as a fad. I can remember a few of our worst suppliers from 1994 who were ISO registered. I think we can get ourselves into trouble, however, comparing the six sigma craze to ISO. ISO9001 is a standard that is audited against. The registrars are also audited. The standard was setup to be reviewed, revised and improved upon. I think they realized there was too much focus on documentation in the 1994 standard, and not enough focus on process results. The standard was revised in 2000, and I think it was greatly improved. With six sigma, however, there does not appear to be any one standard. If the argument is that it's not really a big deal because six sigma is bringing other industries to ASQ, that's not a very good reason to promote it and it could hurt ASQ's image in the long run. I worked at a company that was busy calculating their overall sigma level, trying to push it toward the six sigma level. They calculated it by measuring the # of field returns/repairs versus the number of units sold, calculating a dpm value, and then converting that into a sigma level. You can see one danger in making this measure a driving force.....driving up internal scrap and rework at any cost, just so long as the field repair/return level approaches six sigma. Other industries may come to ASQ because of the six sigma fad. But if they come to realize that it is just a fad, and not a standardized approach, they may conclude that ASQ is just a fad as well. In my humble opinion (IMHO),

Andy 3/22

17897 Re: Re: Re: New Membership Dues, RAB Debacel

Robert Mitchell

Mar-21-04

| Carl, Can you expand on what you mean by the RAB Debacle?

Bob Mitchell

17892 Re: Re: Re: Letter: Why Is Six Sigma Even Mentioned?

William Pflanz

Mar-20-04

Andrew,

I give you credit for trying again to discredit Six Sigma. It is my understanding that the Powers to Be in ASQ have decided that programs like Six Sigma are a way to get new membership and, by the way, earn some money for a lot of people. Many non-manufacturing companies in the health, finance and other service industries have embraced Six Sigma. Some will become members and may even learn about TQM, Deming etc. That is part of the rationale for the Living Community Model. During the 80's and 90's there were probably plenty of people who worked on getting ISO 9000 certifications for their companies who may not have had the knowledge that you are

describing. Some actually did research, studied and became students of the quality principles. For others it was just a fad. Six Sigma will eventually die and be followed by the next management fad.

Bill Pflanz

Section 801

17887 Re: Re: Letter: Why Is Six Sigma Even Mentioned?

Andrew Nutt

Mar-19-04

I would subscribe to the notion that those who are pushing Six Sigma as an agenda to make money for themselves would feel the same way, but I do not. Whoa there! How about replacing 'Six Sigma program' with 'Quality Management System' or 'Business Management System,' then I might tend to agree. 'Sound' Six Sigma program is undefined, there is no standard and it varies wildly depending on who you ask. That is the problem, there is no 'meat' to it. Paul asks the question, '...why is Six Sigma even mentioned here?' Perhaps we need to raise the question up one level and ask why does QP even have a 3.4 Per Million Six Sigma column? A Quality Tools column would suffice.

Andy 3/19

17885 Re: Letter: Why Is Six Sigma Even Mentioned?

ASQ Staff

Mar-19-04

JOSEPH CONKLIN'S RESPONSE:

Thank you for your frank and succinct comments about my recent column in Quality Progress. My understanding is that the "3.4 per Million" column is intended, among other things, to provide Six Sigma practitioners with tools and techniques for pushing the boundaries of quality improvement in their organizations. One way I try to contribute to this is by writing on special topics that my observations lead me to think are not frequently covered in Six Sigma training. Handling discrete response variables in a DOE analysis struck me as a special topic falling in this category, and that is why it is the subject of the column. I mention Six Sigma in the title and the first sentence of the column so that the reader and editor can see I am trying to support the purpose of the feature as I understand it. I subscribe to the notion that DOE should be a natural part of a Six Sigma program, and I would predict most practitioners familiar with Six Sigma feel the same way. My perception of the strength of this feeling led me to conclude the link between DOE and Six Sigma did not require justification or extensive elaboration in the column, but I will admit I could be wrong in this respect. This was just as well as keeping within the available space for the column when treating a somewhat technical topic as this can be a challenge. I do not believe the potential of DOE to improve processes can be achieved without the measurement and basic process understanding activities that are part of any well run Six Sigma program. Not all organizations

performing these activities may call them Six Sigma, and not all programs represented as Six Sigma by organizations include them or implement them well. So the best short answer to your question might be to conclude that the success of DOE cannot occur outside the meat of a sound Six Sigma program. As long as you do the activities prescribed by the program, you are free to call it something else if you wish.

Sincerely,
Joseph Conklin

17884 Letter: Why Is Six Sigma Even Mentioned?

ASQ Staff

Mar-19-04

In his March 2004 "3.4 per Million" column ("DOE and Six Sigma," p. 66), Joseph Conklin writes: "Design of experiments (DOE) is a powerful tool for improving processes as part of a Six Sigma Program." Does this mean DOE is not a powerful tool when used other than as part of a Six Sigma program? Indeed the only mention of Six Sigma is in the title and the first sentence. Conklin nowhere states why Six Sigma is a requirement for using Six Sigma or for improving processes. Could it be that DOE and process improvement exist outside of Six Sigma? If that's the case, why is Six Sigma even mentioned here?

Paul H. Rouda

paul.rouda@us.o-i.com

17881 Letter: Why Would Author Use Secondary Sources?

ASQ Staff

Mar-19-04

I enjoyed reading Dr. Hills' recent article ("Better Teaching With Deming and Bloom," Quality Progress, March 2004, p. 57). But I found it a bit odd that Dr. Hills would employ secondary sources for his article. It is not as if the primary sources were unavailable: Benjamin Bloom's seminal work has recently been updated and republished, as has Deming's.

Michael J. Novak

Senior Analyst

Special Studies Group

Office of Research

Internal Revenue Service

Michael.J.Novak@irs.gov

17878 Letter: Ford Article Informative

ASQ Staff

Mar-18-04

I am a regular reader of Quality Progress. The February 2004 "Green=Green" issue with the article "The Triple Top Line" by Larry Smith (p. 23) was informative and exhaustive. I hope you will continue to publish such articles in the near future.

Dheeraj M Savant BE(Mech)
dheeraj_cd@yahoo.com

17874 Re: Re: Letter: Nonbelievers Will Cause Dissent in the Ranks
Steven Pevette
Mar-17-04

Ya know, I was starting to get a little tired of the combination of the Bible and Six Sigma, but Carl, you hit it beautifully on the head. I got to frame this one.
Steve Pevette
slaying the golden calf

17873 Re: Re: Letter: Nonbelievers Will Cause Dissent in the Ranks
William Pflanz
Mar-17-04

Maybe we could add a new rule to the discussion board guidelines. The discussion must be related to quality and must not include anything controversial like politics, religion and Six Sigma. I think the Elsmar Cove Forum addresses all but the last topic in their rules. We could dare to be different.
Bill Pflanz
Section 801

17871 Re: Letter: Nonbelievers Will Cause Dissent in the Ranks
Carl Keller
Mar-17-04

Andrew,
I'm thinking that the quality community has melted down all of the quality initiatives into one "Six Sigma Golden Calf" and when Charlton Heston, er' I mean Moses comes down off the mountain and sees everyone coveting each others wives..., er I mean cooking the Six Sigma numbers to support their claims, he is going to be really angry. As ex president of the NRA..er' I mean prophet and preist, I don't think we should make him angry. I don't want him bringing some kind of quality plague downon all of us, ya know?
REPENT, REPENT!
Carl W. Keller
ASQ (CQP) Certified Quality Prophet

17870 Re: Letter: Nonbelievers Will Cause Dissention in the Ranks

Carlos Pereira da Cruz

Mar-17-04

When the future is clear, when everybody in the company knows where we are going to, all communication, even informal, promotes the alignment of the company. When the future is unclear, when some say we go that way, and others say "no, we go that way" all communication is noise!!! Peter Drucker wrote 20-30 years ago a book where I remember, he was telling a story about a board meeting chaired by Alfred Sloan (General Motors). They were talking about a very important issue. At the end of the meeting everybody in the board voted in the same direction (unanimity) Mr Sloan become frightened, he said somethin like..."How can everybody agree with this, this is a very tough, revolutionary decision... and everybody agrees????!! Please let us postpone this decision... go to your houses, your offices and study well this proposal and their alternatives. Weeks later the proposal was discussed (DISCUSSED) several voices against rise up, the proposal was upgraded, improved.. in the end the proposal was accepted by the majority. Nonbelievers can be honest people that see obstacles, problems that we don't see, there is someone that wrote "Skeptics are my best friends"

17869 Letter: Two Small Errors in March

ASQ Staff

Mar-17-04

A small point that many have already noted: In Table 3 on p. 68 of the March 2004 issue of Quality Progress (Joseph D. Conklin, "3.4 per Million: DOE and Six Sigma,") the degrees of freedom for "Formula" and "Vendor x Material" interaction are reversed. A second picky note is that in the 4th paragraph on page 67 the -1 and 1/2 in the [parentetic] remark should be superscript, not subscript. I am interested in another point, though. Conklin states, in his last paragraph on p. 69, to "convert the results back to TFP by reversing the arc-sine transformation." I have not seen a definitive discussion concerning whether this is a valid process from a strictly statistical viewpoint.

Dr. Robert Lacher

Sept. of Math and Stat.

South Dakota State University

Brookings, SD

robert.lacher@sdstate.edu

17868 Letter: DOE Applies to Many Situations

ASQ Staff

Mar-17-04

I really enjoyed "DOE and Six Sigma" by Joseph D. Conklin in the March 2004 issue of Quality Progress (p. 66). This article demonstrates how DOE methodology can be adapted to many different types of problems. Readers should be aware that for smaller sample sizes and where the proportions approach either 0 or 1 the arcs in square root

transformation no longer has uniform variance. Bisgaard and Fuller (Quality Engineering, Vol. 7, No. 2, pp. 429-443, 1994) illustrate Freeman and Tukey's modification that can handle the extreme situations. They show transformations for Poisson data as well. I found that a generalized linear model (PROC GENMOD in SAS, glm in R) using binomial options for the data gave comparable analysis results to ANOVA. One minor typo in Table 3: the degrees of freedom for "formula" and "vendor x material" are reversed. I look forward to more of the excellent applied statistics articles that have been appearing more frequently in Quality Progress.

Michael Heaney

Parker, CO

heaney@surfree.com

17867 Letter: Nonbelievers Will Cause Dissention in the Ranks

ASQ Staff

Mar-17-04

The comments within Isaac Glick's letter ("QP Mailbag: The Bible Does Not Support Six Sigma," March 2004, p. 8) are incorrectly stated. Moses was a prophet and priest (from the tribe of Levi), he had instructed the tribes of Israel that they would be going into the promised land. They would be required to fight the heathen that already lived there, however they were not to fear for our Father was with them (Numbers 13:2). Our Father instructed the children of Israel to send spy's (one from each of the 12 tribes) to spy on the enemy and bring back a report. Upon their return, 10 of the spy's lied and reported giants in the land of Canaan that could not be defeated (evil report). Only two, Caleb and Joshua, stood as God had commanded and were ready to fight (Numbers 13:32). This was one of the 10 temptations that brought our Father's wrath against the people of Israel. The tribes were punished for not believing in their Father and those 20 years old and upward perished in the desert 40 years (Numbers 14:23 -29). Our Father believes in 100% testing of his people, in this case the people failed the test and corrective action was taken. Joshua would later lead the tribes of Israel into the holy land in many successful battles just as our Father stated (Joshua believed). The story here is not one of Moses management capability, but one of disbelief by the children of the tribes of Israel. It happens in companies as well. If the people are complacent and don't believe in the direction management takes them, there will be dissension amongst the ranks and the task at hand will fall apart. The reflection this lesson brings to business is this: Management should always be together in the direction of the company. Any disagreement between Executives and Middle Managers, should be resolved out of sight of the remainder of the employees. When Management (including Executives) acts to send its company down a specific path (ie six sigma) it should perform this action in a well planned, focused, and consistent manner. This way the company is acting as a single focused force, which will allow the company to reach its goal effectively.

Andrew McDowell

AMcDowell@ymmc.yamaha-motor.com

17866 Letter: Training Alone Is Not Enough

ASQ Staff

Mar-17-04

A counterpoint to Isaac Glick's rebuttal ("QP Mailbag: Bible Does Not Support Six Sigma Theory," March 2004, p. 8) of the Six Sigma article by Mssrs. Edgeman and Bigio: Any business that understands the value of training must also know that training alone is equivalent to Moses giving the Ten Commandments to the Israelites. Nothing was going to happen until the Israelites began acting the part. That's what took 40 years. Modern business does not have and cannot afford that luxury. To Moses, obedience = milk and honey. To Six Sigma, action = profits. That was the Edgeman/Bigio analogy, and it works very well.

Richard Cheney

Quality Engineering Manager

Orbit Irrigation Products, Inc.

North Salt Lake, UT

richc@orbitonline.com

17852 Re: Re: Re: Re: Re: Re: Membership options effect on recertification

John Harrison

Mar-15-04

Oops, I did mix up my abbreviation letters! I was definitely in error on that. I should stick to writing things out I guess. Thanks, Wes, for picking that up. You're absolutely right on in that it can be used for smaller processes as well. I only have limited knowledge in Failure Mode and Effects Analysis and wish it were more. I have the text by Stamatis but haven't been in a position to attempt to apply it in the real world yet. In healthcare (the world that I work in), however, the Joint Commission on Healthcare Organizations is making it a requirement for accreditation and I don't believe that they would be satisfied with a Failure Mode and Effects Analysis of a minor process. But any process change, big or small, can cause downstream problems and should be analyzed, especially when there is a potential for a Risk Priority Number indicative of significant system problems, like problems with members gaining recertification and in general disenchanting the membership. I think the change in membership levels is a big change and, personally, I don't think enough thought or the use of quality tools/techniques went into the implementation process. Thanks again for the feedback, Wes.

John Harrison

17851 Re: Hypothetically Speaking - Chat Event

John Harrison

Mar-15-04

Hypothetically speaking, that would be interesting wouldn't it? <Big Grin> It is worth a try!!

John Harrison

17850 Re: Basic Requirements of a quality manual

David Jenkins

Mar-15-04

Carlos,

I couldn't agree more - the manual and the example Policy statements in the article go a long way toward explaining the current malaise affecting ISO 9000. You are right - the manual should concisely describe the system in a concise and interesting manner. It should be targeted at not only employees but also customers, suppliers and other stakeholders. In about 15 minutes of reading it should tell the story of how the organization manages quality from a strategic and operational perspective. The language should speak from the heart as well as from the head. The most dynamic example I've seen is from a company named Canadian Helicopters Ltd.: their manual is an 8-page 6 colour marketing brochure very professionally produced. It describes their approach to managing quality in an exciting way - you can feel their commitment to excellence in what they do. By the way - their profits and stock price reflect their ability to turn the talk into action. Producing documentation that slavishly reflects the standard - as if it some kind of Holy Writ - serves no purpose other than to satisfy auditors. It will have little credibility with its audiences and will receive the attention it deserves - none!

David M Jenkins

Kelowna BC Canada

17849 Re: Re: Re: Re: Re: Membership options effect on recertification

Wesley Bucey

Mar-15-04

From Wes Bucey, Quality Manager

I think what you are referring to is FMEA (Failure Mode and Effects Analysis.)

It isn't just for MAJOR stuff, but can be used in most aspects of any system or process.

Why not Google the phrase, John, to get a little more background. Then come back and raise the topic again in "Ask a Professional"-Wes Bucey

17848 Hypothetically Speaking - Chat Event

Steven Prevette

Mar-15-04

On March 25 there is an ASQ Chat Event on "Corporate Responsibility". Do you suppose, hypothetically speaking, that a group of hypothetical members could force a discussion of ASQ's own Corporate Responsibilities?

Steve Prevette

ASQ CQE

ASQ 614 Chair 2004-2005

17847 Re: Re: Re: Re: Membership options effect on recertification

John Harrison

Mar-15-04

Hypothetically, managers of a system, according to ISO 9001, would involve staff (members) in any process changes to ensure that the amount of glitches are reduced, if not eliminated. Of course there is a difference between a beauracracy and a system. The former makes changes without really giving thought to the consequences downstream of the changes. Hypothetically, in a systems-based organization, they would also beta test it to make sure it works, wouldn't they, before releasing it to the public? Peter and Nancy Austin in "A Passion for Excellence" in 1986 stated that quality is about passion and pride. I agree with that statement. Where there is no passion about the organization and there is no real pride in what it produces and "serves to" its customers, the inhumaness of beauracracy, like fungus, begins to grow and eat away at the beauty of what was once a vibrant organization. All this is hypothetical, of course. Somewhere along the line I also read something about a thing called FEMA that is alledgedly is recommended to be used when a major new system or process is supposed to be put in place and is supposed to analyze and look forward prior to the implementation of a new process to identify critical issues that would cause problems.

John M. Harrison, RN, MHSA

17846 Which Six Sigma Metric Should I Use ? Discussion Board Commentary

Stephen Druley

Mar-15-04

In response to reader comments concerning the relationship between Cpk and PPM, the chart presented in the article "Which Six Sigma Metric Should I Use?" is more accurately shown with "non-shifted" values for defects per million opportunities on the top of the nomograph. We chose to use the six-sigma protocol (1.5s shift) for quantifying the worst case scenario for defects since it places the proper focus on how we are going to reduce costs and satisfy the customer. The chart that was constructed before consideration for publication had horizontal axes that looked as follows:

Defects per million opportunities

With 1.5s ___ shift	691462	308538	66807	6210	233	3.4
(reference only)						
Without 1.5s shift	317311	45500	2700	63	1	0
Sigma Level	_____	1_____	2_____	3_____	4_____	5_____

6

It was felt that the double axis at the top of the nomograph was too "busy?". Since we are primarily a process-based industry, the strength of our empirically derived costs of poor quality have come from Cpk calculations and not defects per million opportunities. At the risk of creating an inequality, we took the liberty of emphasizing the defects per million opportunities (DPMO) in six sigma terms. Quality input from readers is greatly appreciated and helps to add value to the knowledge being shared. The Excel

Spreadsheet in its original design (which includes a DPMO calculator) is available upon request.

Steve Druley, RBX Industries, staryman@charter.net

17845 Re: Re: Re: Membership options effect on recertification

Carlos Pereira da Cruz

Mar-15-04

Hypothetically lets consider a professional organization, a system. ?Over time, even a beautiful system tends to get elaborated and elaborated? and then more elaborated? with every change. Each one made, of course, for a ?good reason?. Until the whole ugly, sloppy, inefficient, demoralizing, dehumanizing mess makes everybody unhappy. We end up ?serving the system? rather than having the system serve us?. Remember the QP mail from March, a letter from CATHY STEVENS ?Business Objective Converted Into Program? Don?t you recognize a trend? By the way the text is from Tom Peters.

Regards

17844 Re: Re: Membership options effect on recertification

Carl Keller

Mar-15-04

Bill,

No, you do not need to be a member to be certified. According to the ASQ: "ASQ certification is not restricted to ASQ members. Nonmembers may apply by submitting the nonmember fee." Non-member fee being \$105 more for the CQMgr cert.

On the surface you would say, why not just join? But if you add it up over the 3 years, it is \$327 for regular membership. What if you are not a member at all? Can you attend section meetings? I just looked up the fees. Re-certification costs \$30 for members, \$50 for non members.

Carl-

17843 Re: Letter: Outsourcing Does Not Eliminate Jobs

Andrew Nutt

Mar-15-04

I would slightly disagree with Robert's letter on one point, and that is the jobs don't always transfer. When they closed the plant where I worked and moved it to Mexico, the quality jobs did not transfer. The production jobs did transfer and the engineering jobs stayed put but were cut in half. The company saw the quality jobs as not needed, (not even to be outsourced). I left before the axe hit me. The next company I was at closed after 9 months, combining with another location 10 hrs away in Mn. I was offered a transfer to that location, but I opted for a job at another company at a 10% pay cut and only 2 hrs away. I would also add one comment about the article. I would say it is

important as quality professionals that we continue to sell our value to the company. It would be nice, however, if an organization (like ASQ for example) could also promote the value of a process focus and continual improvement that their members could provide.

Andy 3/15

17841 Re: Membership options effect on recertification

William Pflanz

Mar-15-04

Carl.

You have asked some good questions. Unfortunately, ASQ does not have all the answers yet. I think to get certified you have to join ASQ. I have not seen a requirement that you must be a regular member to be certified but I have also not seen what the cost will be for associate certifications. The sections have not restricted their meetings to only regular members so an associate could continue to go the meetings or even attend training. New associate members would not be sent section announcements since they would not be on the section mailing list provided by ASQ. That could present a problem on knowing when and where they are. Currently, re-certifications are coordinated by the sections. It is possible to mail your re-certification package directly to national headquarters but I believe they only have one person that does that work. ASQ has not provided any guidance on how re-certification will work in the future. I guess the sections could process the recertifications for a fee. Maybe the sections could charge \$60 and throw in a free upgrade to regular membership (hypothetically speaking).

Bill Pflanz

Section 801

17840 Membership options effect on recertification

Carl Keller

Mar-15-04

Hypothetically, lets just say there was an ASQ member that was less than pleased with the society over the last few years, especially lately. This person (hypothetically of course) also holds an ASQ certification. To keep their certification, they have attended section meetings pretty faithfully (potentially worth 9 of the 18 points) and served as a section chair (worth an additional 1.5 points per). To continue, they need full membership at full cost, to serve as a chair, so they will lose the potential for 4.5 points if they do not go with regular membership. Can they attend the section meetings without being a member and still get their 9 points? Basically, what effect will the new changes have on recertification and at what cost?

This is all, hypothetical of course.

Carl Keller

ASQ CQMgr

17839 Letter: Outsourcing Does Not Eliminate Jobs

ASQ Staff

Mar-15-04

I would like to comment on an article in Career Corner, "Outsourcing and Jobs" by Greg Hutchins (March, p. 70). Outsourcing does not eliminate jobs. It just transfers the responsibility from one company to another. If work or a position is outsourced, the workload/process does not disappear. Instead of working for Company A (Core work), now you work for Company B (noncore work). Unless, of course the work/process is reengineered. Also, I would like to comment on the 2.8 million manufacturing jobs lost. Hutchins states, "Why couldn't this smart quality person, who was willing to take a pay cut, find a job?" If Jim's position in Company A is outsourced, Jim should be the #1 candidate to fill the position with company B (He's obviously not that smart). With Hutchins claim of \$250 per hour or more as a consultant, Company B is not going to pay that outrageous salary and shouldn't. That's why jobs are lost!

Robert T. Adams

Management Analyst

Manpower & Organization

Charleston Air Force Base, SC

robert.adams@charleston.af.mil

17838 Re: Re: Re: Re: Re: I'm so pleased to see you all!

Steven Prevette

Mar-15-04

I suggest you check out the Re-Imagine discussion boards at www.tompeters.com We have a pretty good group discussion going on over there.

Steve Prevette

ASQ CQE

17837 Re: Re: Re: Re: I'm so pleased to see you all!

Carlos Pereira da Cruz

Mar-15-04

Andy thank you for your kind words. Your story is so strange, I live in a small country, as big as Kentucky, with a very open economy. Your engineering colleagues (I'm a chemical engineer) are not aware of the picture coming to a place near them? Aren't they aware of the revolution that we are living in this days? Half of the Earth's population arrived to the market in the last 10 years, everything is being changed by technology and job migration (both blue and white collar jobs). Don't your colleagues read TIME? BusinessWeek? The Economist? Show them the March 1st covers... Buy them a copy of "Re imagine" Tom Peters is crazy but one can smell, can get a glimpse, can distill what is coming... if you are like french always demanding money from the

government, (this weekend I read in a newspaper the story of two Germans, one retired lives in Miami at the expenses of social security and goes to the red light district at the expenses of the government, the other is demanding in court money to go to the red light district in Hamburg to cure his depression...) ...if their French they can start crying, but I believe you live in America, the frontier. The best, the most courageous of our old Europe ancestors went there in search of a better world... so there is only one hope, to change our minds and look for opportunities. Tom Peters tells us the obvious, but like the letter of Poe no one cares about the obvious. The obvious isn't cool, isn't trendy, we must look for delivering solutions, not products. Start by the end what do customers want? Why are we doing this? Should we do this? Buy them a reprint of the article "The five minds of a manager" by Jonathan Gosling and Henry Mintzberg in Harvard Business Review Nov.2003 it starts like this "The chief executive of a major Canadian company complained recently that he can't get his engineers to think like managers. It's a common complaint..." This Forum is dragging... We all should be making a collective blog
Regards

17836 Re: Re: Re: I'm so pleased to see you all!

Andrew Nutt

Mar-14-04

Carlos, I share the sentiment of others that your comments have been a welcome addition to these boards, and I look forward to reading more. I agree that ASQ has a way to go to improve their own systems, and as Wes noted the increase in new traffic on these boards, I hope it is a sign that improvement requests may soon be taken more seriously. Your description of the audit situation certainly mirrored several audits I have been a part of, and your comments on the lack of a process focus are right on the money. I am currently a quality engineer for a privately owned company, and on a management steering committee for implementing a QMS. I feel I make a breakthrough from time to time when I emphasize process results, but it is a committee heavily dominated by engineering, and that group more than any puts the urgency towards documentation, approval trails, and extra inspection.

Andy 3/14

17832 Letter: Biblical Interpretation Stretched Too Far

ASQ Staff

Mar-12-04

Apparently the editors of Quality Progress will print anything that lends its support to six sigma. Although the article "Six Sigma in Metaphor: Heresy or Holy Writ?" (Rick L. Edgeman and David Bigio, January 2004, p. 25) contained some (emphasis on "some") reasonable connections with the incident of Moses, Joshua and Caleb, the letter "Bible Does Not Support Six Sigma Theory" by Isaac Glick ("QP Mailbag," March 2004, p. 8) reveals his complete misunderstanding of that situation. I recommend he read Numbers 13 - 14 for the real story. I find it also telling that no one in the editorial chain of the

magazine was familiar enough with the entry of Israel into the Promised Land to realize Glick's interpretation has no basis whatsoever in the biblical text, or if they did to do anything about it. I am further disappointed that the only responses on the QP discussion board deal with a trite summary of six sigma. I believe the Bible does in fact contain much that can be used to promote good business practices and quality, and that these connections should be made. But to stretch the interpretation as far as Glick does to maintain the link between his thesis of good management and the authority of the Bible does no service to either. And to actually publish it is irresponsible, despite any disclaimers!

Timmy Bremer
Mathematics Department
Broome Community College
Binghamton, NY
bremer_t@sunybroome.edu

17830 Re: Re: Re: I'm so pleased to see you all!

John Harrison

Mar-12-04

Carlos, you stand out from the many, it would seem. Many see the words of "quality" and go by them, some read but have no comprehension of the story being told, but a few see the concept in the words of "quality" and seek to make it real and vibrant. You are among the few. Quality is evolving, almost in a revolutionary way, going towards where you are now. It is going to systems excellence, which is different than the quality that most have come "to know and love". Be patient and be a mentor to the rest. We need you and to hear you speak out and share your thoughts. I came to ASQ because this is where I learned of ISO 9000:2000 and its concept of systems based quality and interdependent processes. The world of healthcare, at least in the US, is in dire need of learning and embracing this concept. Accreditation is their main focus. Accreditation, in and of itself, does not assure quality. The IOM report "To Err is Human" which documented 98,000 lives lost per year due to hospital medical errors in hospitals accredited by JCAHO proves that. Accreditation is good but only as good as the process is used for. Right now accreditation is a good thing being implemented for the wrong reasons which really denegrates it's effectiveness. I would assume any accreditation process, to include ISO, would have a similar result if implemented for the wrong reason by management. Please email me separately with your bibliography that you referred to. I haven't read them myself so I would be interested in knowing of them.

John Harrison, RN, MHSA
johnmharrison@earthlink.net

17829 Re: Re: Re: Re: I'm so pleased to see you all!

Carl Keller

Mar-12-04

Carlos,

I agree with most of what you say. A colleague of mine attended an ISO training last year and was outraged that the trainer was STILL comparing the new revision to the old standard as part of the training! The old revision was about to become completely null and void, ancient history in a matter of months and he was still comparing clauses and looking at the new standard from the old point of view. As far as Bill's comment about giving up on ASQ, I too am a quality professional who must keep learning, I just don't like the ASQ's lesson plan. When you get to the point that you know more than the teacher, it is time to find a new teacher. Nice having you "next door"

Carl-

17828 Re: Re: Re: I'm so pleased to see you all!

William Pflanz

Mar-12-04

Carlos,

Great response. You make a great neighbor in this shrinking world. I am not willing or ready to give up on ASQ. I consider myself a quality professional who must keep learning. Don't be too harsh on an auditor for not being well read since there is much to learn. Auditors must stay independent during an audit. Their job is not to define your process only to help you evaluate its effectiveness. As you noted, our profession is evolving and there needs to be a mixture of old and new. I keep coming back to this forum since I constantly learn about new books, internet sites etc. that I can reference. I will never be able to learn it all but I can continue to learn from my fellow members. If we don't train the next generation, who will?

Bill Pflanz

Section 801

17826 Re: I'm so pleased to see you all!

Hershal Brewer

Mar-12-04

Wes,

It works the other way also.....sometimes letters sent to QP do not show up here....I sent one recently that still has not been posted....perhaps I should add it myself?

Hershal

17824 Re: Re: I'm so pleased to see you all!

Carlos Pereira da Cruz

Mar-12-04

Thank you John for your kind words, I've just read them, I browsed this forum for the first time. I realize that there are more people like me that are unhappy with ASQ.

I live in Portugal, for some of you this must be in the Australian outback, but in these internet days I live next door. I'm ASQ member since 1992, ASQ was a great help for a young quality practitioner... since then I don't know what was your professional evolution, I started with SPC, then ISO 9000, today I look back and I'm 65 million years ahead, ISO 9000 is no longer the REFERENCE, is just one more reference, downgraded by consultants and registration bodies... in 2002 I had the opportunity to visit the United States and attended ASQ ISO 9000 and ISO 14000 conference... I felt so sad... everybody spoke about clauses, example: as if integration of quality and environment was joining similar clauses in the same procedure, no one spoke about systems, system thinking, purpose. My professional evolution took me to the balanced scorecard, to the strategy maps, to the theory of constraints, and I synthesized all that in my approach to improve a management system, my evolution took me to subscribe magazines like Harvard Business Review. Do you ever try to discuss strategy with the registration body auditor that never read anything from Porter, or Kaplan, or Mintzberg...and they want to audit quality policies!!! How can we jump into the process approach without a comment on the last book of Michael Hammer (no relative of mine, I don't earn anything with the mention) on can read on that book "processes are not ends in themselves. They have a purpose that transcends and shapes all their constituent activities" and "processes are teleological (from the Greek word telos, meaning "goal" or "mission"). That is, they focus on the outcome of work rather than on work as an end in itself." QP articles and ASQ books still invite me, still taught me to audit clauses, instead of auditing processes. Example, imagine a process called "Preventive maintenance", we learned to audit, we were audited, like this: "Do you have preventive maintenance? yes. Do you have a preventive maintenance plan? yes. Are you performing the preventive maintenance according to the plan? yes. Can you show me the evidences? yes, here they are (the ink is still fresh, but the auditor doesn't care). Do you have a procedure about preventive maintenance? yes. Let me see it! OK everything is OK, let's go to the warehouse" According to Mr Hammer's ideas my approach to a process audit should be: "What's the purpose of this process?" (objectives: zero breakdowns! zero unplanned stoppages) "How do you know if the process is effective?" (we have measures and targets) "Is the process effective? (yes, here are the monitoring results, here are the conclusions of the data analysis for this process). If a process has a purpose, has measures and targets, is being monitored and is effective, I don't care about anything else. Tasks are not important, tasks are a mean to an end, and the end is the purpose of the project. Attention purpose of a process is zero breakdowns, zero unplanned stoppages, not "the purpose of this process is to tell how to perform preventive maintenance)... that's why I'm less and less uncomfortable with the growing idea of leaving ASQ membership... it seems that ASQ has not evolved as fast as the world... and I live in the outback, not in the US. I would like to share ideas with those that think on these matters

Regards

17823 Re: Re: Letter: Quality Manuals From the Dark Ages in QP?
Carlos Pereira da Cruz
Mar-12-04

Our approach was based on a small big revolution in our minds, as we grow older we are more prone to search the "why" of things, before the "how". When we read, when we really read the ISO definition of "management system" for the first time, having in mind the search for the true meaning... a management system is the set of things we do to fulfill our quality policy and our objectives. Whatever we do that runs way from this goal is waste, is ore, is garbage. Our organization has to be a maniac in search for the fulfillment of the quality policy deployed in objectives. ISO speaks about quality policy, but quality policy is not the startup line, a quality policy shows the way, shows the tradeoffs. Shows the way to where...thats why we started with the mission and vision, where do we want to arrive? We actually visualized, painted the picture. We see a lot of MPV quality policies (like Range Rover or Jeeps they are all terrain policies). We thought ISO 9001 clause 5.3 a) means: what is our "value proposition" (customer intimacy? low price? leading edge product?) after that balanced scorecards came, after that strategu maps came (our quality policy is named "Our Commitments" and is a text version of the strategy map. Cool, really cool was linking ISO stuff, balanced scorecard stuff and theory of constraints stuff, its oincredible how all those things fit. A Strategic-Current Reality Map identifies the loopholes in our strategy, identifies the stuff that constitute our objectives then is just to intersect objectives and the model of our sistem. Remember Cosmos Carl Sagan television series? In one of the episodes he was mixing coal (C), sulfur (S), water (H2O),... and saying "in a few moments we will have here a living being" (ahahahah) but that is the same thing we do when we design a management system not as a living being with a purpose, but as a set of clauses...

Carlos Pereira da Cruz
redsigma@redsigma.pt

17821 Re: I'm so pleased to see you all!

John Harrison

Mar-11-04

Wes, your comment "I am upset, however, that two of the letters had to be filtered through the ASQ staff instead of appearing here on their own." had me check the Quality Progress Magazine for some information that I thought was there. At the end of the Letters section is a little box regarding sending commentary on articles in QP. It states "All letters will be published in the QP Discussion Board". I believe that the ASQ staff just did what they say they would do and published a letter on this, the QP Discussion Board, that they had received. Without acturally having actually seen Carlos' letter, I don't believe they are "filtering" the letter but rather are doing what they stated they would do. We will probably see Carlos' letter in next month's edition of QP. In comparing Carlos' email on this group to what is defined as a "Letter" from him, his email on this discussion group is much briefer than what the Staff put on the board as a "Letter" so the letter content is different (and more detailed). I, for one, am glad that the Staff posted the letter which had the additional information. Carlos, keep those letters and emails coming!! As Wes states, you wrote a good letter and presented some really good points. Thanks for your input!

John M. Harrison, RN, MHSA

17817 I'm so pleased to see you all!

Wesley Bucey

Mar-11-04

From Wes Bucey, Quality Manager

I'm so pleased to open the ASQ Forum today and see so many messages. The general topics of Quality Manuals and research rigor put me in mind of a technique newspapers used to have of offering a reward for the person who could find the most typographical errors in each issue. It pretty much assured some folks would read every word in the paper. I am upset, however, that two of the letters had to be filtered through the ASQ staff instead of appearing here on their own. I am confused that the letter by Carlos Pereira da Cruz appears once sent directly by him and then a second time inserted by ASQ staff <i>(apparently staff isn't reading the Forum)</i>, probably because Carlos sent it to both QP's email and here to the Forum. A good letter and a good point. I hope this flurry of activity is a sign more and more members are reading the Forums and are interested enough in the ASQ and its activities to contribute their opinions. Imagine how great a Forum this could be if it were more user-friendly. I urge you to call and write to elected ASQ officers and paid staff to offer your views on improving the Forums.

-Wes Bucey

17814 Re: Re: Letter: Quality Manuals From the Dark Ages in QP?

Gordon MacDowell

Mar-11-04

The Quality Manual I wrote for our company has, certainly, been most successfully incorporated as a sales tool. Though it was originally orchestrated to satisfy audit review purposes, it has since proven to be more credible to potential customers than a typical sales brochure.

Gordon MacDowell

gordonm@rotomold.net

17812 Re: Re: Letter: Article on Quality Manuals Takes Giant Step Backwards

William Pflanz

Mar-11-04

The first ISO 9000 Quality Manual that I worked on was way back in 1990 when the consultants had not taken over. Our approach was to use the quality manual to describe our management process of how the plant was managed. We did follow the ISO 9000 standards since it made it easier for us to work with the internal and external auditors and our customers. It was only about 30 pages long including table of contents, organization charts and process maps. If you were new to the plant, it was a great place to start since

it identified the major processes and departments and where to get more information. Our annual plant objectives, strategic plans and training plans were referenced in the quality manual and showed how we tied our quality manual to our business objectives. In turn, it obligated management to formally review the business plans. Management didn't need to look at it every day but they were interested in what they had committed and referenced the quality manual at times. Quality manuals can be used wisely. Our ignorance of what a quality manual should look like may have been a blessing. We decided to use it as a road map of what we were trying to accomplish not to satisfy an auditor.

Bill Pflanz
Section 801

17811 Letter: Students Must Help Define Their Educational Success

ASQ Staff

Mar-11-04

This is a comment about "The Quality of Learning" by David W. Chambers and Abel A. Fernandez in the March 2004 issue of QP (p. 50). The goal of education is preparation for life. How do we measure the quality of education? It must meet the goal. Passing tests, simulations and homework is not the goal. The only way to measure if the education was a success is to measure the ability of the student to be part of that life he or she envisions. In the context of this article it means that the student will be a successful dentist. If the student is not a successful dentist, then the education has failed to meet the goal. The student must be part of defining what it means to be a successful dentist. Which is consistent with the idea that the student is mostly responsible for his or her development. If schools took this approach, the risks students face would be reduced.

Steven Levy,
ASQ Boston Section, Education Committee
steven.levy@rcn.com

17810 Re: Letter: Quality Manuals From the Dark Ages in QP?

John Harrison

Mar-11-04

Carlos, great idea! Having a "Systems Manual", by its name alone, means that it is written to be read and used by the employees, not just the quality staff members and, rarely, by management. It connotes that it is a source of information that is useful to employees in the performance of their duties. You did not state so, but I would assume, such a document was developed with the assistance of the people who actually do the work. A "systems manual" versus a "quality manual" would more likely meet the basic tenets of ISO 9001 to "State/Document what it is that you do" so that it facilitates the employees being able to "Do what you state/document that you do". It is written to guide actual day-to-day operations, not for the auditor. However, any auditor should be able to understand it and find what is needed to document compliance to ISO and/or other

accreditation requirements. I can easily envision a well written "systems manual", by its very nature, fitting into the process diagram of ISO 9001 because a good system would encompass ISO 9001's generic basic components. Change the name, change the perspective. Change the perspective and you make the document useful versus a compliance document. Do the right things (write the manual) for the right reasons, and it not only becomes "easy", it also is complete and useable. Do the right thing for the wrong reason, and it is a less than useful document because it is written for the wrong audience in the wrong language (quality-ease")

John M. Harrison, RN, MHSA
johnmharrison@earthlink.net

17807 Re: Letter: Article on Quality Manuals Takes Giant Step Backwards

Carl Keller

Mar-11-04

Quality Manuals are the most useless piece of any "system". Nobody reads them, NOBODY. They do not accurately describe how the system "works" and in the case of ISO 9000, they are written to satisfy the standard rather than describe what really happens. Everyone do yourself a favor, keep it simple. Stop reading articles and hiring consultants to develop your manual. Type the whole standard verbatim in WORD format, do a search and replace for "The organization" to replace with your company name. Now, read through and tweek a little. You will end up with a manual that NO AUDITOR could state does not meet the standard. Should take all of about 4 hours, start to finish. Stick it on your server and pop it up once every 6 months just before your audit and sign that you reviewed it. I have used this approach 4 times and never have I been challenged. Use all the time you save to make changes that will actually benefit your system.

Carl-

17806 Letter: Quality Manuals From the Dark Ages in QP?

ASQ Staff

Mar-11-04

Regarding "Basic Requirements of a Quality Manual" by Kevin R. Grimes (March 2004, p. 21), is there any possibility of applying an article about how to design a quality manual around the process and system approaches, not around ISO 9001 clauses? I cannot believe that 3.5 years after ISO 9001:2000 my quality magazine still presents quality manuals from the dark ages. My company designed not a quality manual, but a system manual. We designed a system manual that presents the strategy (vision, mission, critical success factors, strategy map and balanced scorecard). Then presents the system that will accomplish the objectives and fulfill the strategy (the global set of processes, and presents each process together with pictures, and graphs). We want whoever reads our manual to understand our system. The last page of the manual is a matrix that relates processes and ISO 9001 clauses.

Carlos Pereira da Cruz
redsigma@redsigma.pt

17805 Letter: Article on Quality Manuals Takes Giant Step Backwards
ASQ Staff
Mar-11-04

The QP standards article claims to describe the ISO 9001:2000 requirements for a quality manual. "Basic Requirements of a Quality Manual" by Kevin Grimes (March 2004, p. 21) will mislead those who seek to add value with a quality management systems while conforming to the standard. Many of Grimes's recommendations are presented as requirements and the one requirement of clause 4.2.2 that is problematic for neophytes is not even mentioned. Clause 4.2.2c requires the quality manual to describe the interaction between the processes of the quality management system. Instead of explaining how this is done, Grimes devotes most of his article to arcane document control issues thus perpetuating the myth that ISO 9001:2000 requires a system of documented procedures. Grimes makes it seem that the quality manual is written for auditors--particularly the registrar's auditors. The quality manual is meant to describe the quality management system and is primarily for the employees to understand how their system works. A separately controlled matrix showing how the system conforms to ISO 9001:2000 is the only page that need be dedicated to helping the auditors. Grimes suggests copying one of the quality policy statements from his book. The main example he recommends to his readers includes the "requirement" that the quality assurance coordinator has "full authority and final responsibility for ensuring that all activities conform to the quality management system." This statement may accord lots of power to the QA coordinator but the need to do this (and to copy a policy statement) suggests a lack of top management commitment. Centralizing such power with the QA coordinator undermines management's responsibility to ensure the system's processes are identified, planned, developed, resourced, operated, controlled, analyzed and improved. Copies of this policy statement that requires unquestioning conformity and gives so much power to the QA coordinator will induce fear and loathing wherever QP is taken seriously. A quality management system is meant to help the employees to meet requirements. Modern quality manuals describe and no longer specify the quality management system. Process based management systems include processes that work with each other to fulfill objectives and requirements. Process teams operate and improve their processes to ensure they add value and prevent loss. Process teams are also encouraged to improve their processes to reduce the cost of meeting objectives and requirements. The emphasis is on continual improvement. Grimes's recommended policy would rather have the employees do as they are told by a system of documents administered by someone who is not accountable for the performance of the company. Instead of QP suggesting that the only reason quality professionals document their quality systems is to conform to a standard how about more articles on how to develop a process based management system that can be used to add value faster and prevent loss sooner? Adopt the category "Management Systems" instead of "Standards." ASQ members work daily to progress the value of the quality profession. This article that is promoting a Quality Press book represents a huge

backward step.
John R. Broomfield, Senior MASQ
Quality Management International, Inc.
Exton, PA
jbroomfield@aworldofquality.com

17804 Re: Teaching, Deming and Bloom
ASQ Staff
Mar-11-04

JAMES HILLS RESPONSE:

It's nice to hear from a quality professional in education. Thank you for your feedback on the article. Perhaps you did not notice the reference to Bloom in the sidebar on p. 60.

This reference should have been included in the list of references on p. 64. In the article I refer only to primary sources regarding Bloom. For Deming I include a direct quote of Deming in Mary Walton's Out of the Crisis. Other quality management terms, such as the quality control sheet, rational decisions, constancy of purpose, continuous progress, and plan-do-check-act have become so familiar in the discussion of quality management that it is no longer necessary to reference them. This seems true, too for the familiar six writing traits used in basic composition courses. The work seeks to integrate the fundamental concepts of Bloom and Deming in order to produce a new communicate. In terms of the taxonomy, of course, synthesis is high level, original thinking. The Quality Progress review board, comprised of quality professionals and specialists in education working in their respective fields, worked closely with me to assure the integrity of the work. If you are already practicing or experimenting with your own synthesis, I would appreciate hearing more about your work. Should there be other studies in the field that can enlarge upon this work, or provide a more compelling synthesis of Bloom and Deming, please advice. We would all applaud. Thanks again, for your feedback.

Jim Hills
jhills@sunflower.com

17800 Re: Error in March 2004 Back To Basics: Which Six Sigma Metric Should I Use?

Kirk Chi
Mar-10-04

Thanks for clarifying this confusion. The authors used DPPM based on 1.5 sigma shift, but did not use the shift for Cpk. As you pointed out, Cpk number should be adjusted by reducing 0.5.

regards,
Kirk Chi
CSSBB
Dell Inc.

17797 Re: Re: Re: Re: AQC in Toronto?

Carl Keller

Mar-09-04

Thanks Jim. I completely understand, but just because they CAN have it in Canada or Mexico, doesn't mean that they should. I would think alternating between the Northern West coast, Southern West Coast, Northeast, Southeast, Midwest and Southwest once every 6 years would make the best sense and allow maximum attendance. But hey, I am not making the decision, so I guess I get what I get. Actually, Dollywood might be a nice place to have it. In any case, the point will be moot for me after this year.

Nice to hear from you.

Carl-

17796 Re: Re: Re: AQC in Toronto?

James Rooney

Mar-09-04

Carl,

My recollection is that the current ASQ constitution allows the organization to have sections in Canada, Mexico, and the U.S. (there may be a few minor exceptions in the Caribbean). So, American is a very broad term, not limited to the U.S. AQC could be held in any city in Canada, the U. S., or Mexico that meets the criteria established in the policy for selecting the host city. The criteria focus on convention centers, hotels, transportation, and yes, affordability. So, Honolulu, Mexico City, San Juan are all possibilities. Unfortunately, that leaves Pigeon Forge out.

Jim

17794 Basic Requirements of a quality manual

Carlos Pereira da Cruz

Mar-08-04

I cannot believe, 3.5 years after ISO 9001:2000 my quality magazine still presents articles where quality manuals are designed around the ISO 9001 clauses!!! Can't you find samples of quality manuals designed around the map of the processes that constitute the system. A quality manual should present, introduce the system, forget auditors. A quality manual should present how an organization designed a system to fulfill the quality policy and the objectives.

17793 Error in March 2004 Back To Basics: Which Six Sigma Metric Should I Use?

David Berengut

Mar-08-04

The authors, attempting to clarify relationships among various metrics, inadvertently sow greater confusion by failing to recognize the infamous "1.5 sigma shift" that has become institutionalized in the Six Sigma definition of Sigma Level, and which accounts for the fact that a sigma level of 3 corresponds to a defect level of 66,811 ppm rather than a defect level of 2700 ppm. This oversight results in an erroneous relationship between sigma level and Cpk, as depicted in their nomograph, and between Cpk and defect level. To correct the nomograph, the scale on the left vertical axis for Cpk needs to be reduced by 0.5. It is curious that the authors cite Breyfogle's text as one of their references, since the 1.5 sigma shift is explicitly described there on pages 8-11. This error, unfortunately, is just typical of the confusion arising from the incorporation by the Six Sigma pioneers of the arbitrary 1.5 sigma shift in their definition of sigma level. Much unnecessary handwaving has been the result.

David Berengut, Ph.D.

DuPont

17792 Re: Re: Peer Reviews

Steven Prevette

Mar-08-04

I agree with your ideas. I do think there needs to be a middle ground - here is an idea what works for me, and here is the theory as to why I believe it works. Without theory there is no learning. Actually, I would be wary of articles claiming - this is the ONLY way to do it. Thus my long term concerns over the dictatorial nature of Six Sigma articles. I would also be wary of a "here's what works for me" article with no backup or theory behind it. Could be as useless as "instant pudding" as Dr. Deming would say (see - crediting my sources). I will say I was interested to see the Bloom article as I am taking a course to get a certification to teach internet courses for City University, and the Bloom's taxonomy came up there.

Steve

17791 Re: Peer Reviews

Wesley Bucey

Mar-08-04

From Wes Bucey, Quality Manager

I think even Jack would agree with me there is a difference between a paper written as a <i>"Here's how I applied my idea and what MY results were."</i> article, and a paper written as <i>"Here's the BEST or ONLY way to do this."</i> In the first, an author is obligated to disclose sources which may have influenced him or which reinforce his theory or methodology. At the same time, he is obligated to make a disclaimer that the bibliography is NOT exhaustive. In the second, the author is obligated to discuss and convincingly explain why conflicting theories are not valid. The bibliography should be as exhaustive as possible so readers can examine both supporting and conflicting theories

to determine if the author fairly represented them in his argument. In each case, the peer review should require the author to make one of the two plain statements: 1) *This is MY method - it works for me. Maybe you'd like to try it.* or 2) *This is the BEST method - I've examined ALL the methods and this is why this one is the best.*
In the absence of either of the two statements, readers can be expected to count on the peer review process to support statement number 2, whether it was the author's intent or not. Now, I want to make clear this is MY opinion, and only my opinion. It is based on my expectations when I was an Academic myself nearly forty years ago, teaching Field Ecology for High School Biology Teachers.
-Wes Bucey

17790 Peer Reviews

Steven Prevette

Mar-08-04

Here is my opinion from an author's perspective, and having just had an article on using SPC as a basis for "stoplight" charts. This is my first peer-reviewed article. 1. Yes, it is based upon my experience, and is at a practitioner's level. No, I have not tried to explain how to do SPC itself. I was asked as a result of the peer review to add some SPC references. The tough part of that was there are A LOT of books on SPC, and I would hate for someone to take it as my personal endorsement of the books I have listed. Even if I do intend it as my personal endorsement, who am I to be in the role of Oprah and her book club? If I fail to list someone's SPC text book am I being unfair? Since I do not like the "standard" stoplight charts that are used, I especially found it tough to list references for stoplight charts. 2. A technical question was asked by the peer reviewers as to why I did a chart a certain way, and I added the explanation to the article. 3. To my knowledge, no one else has published anything similar to this idea. I worked up the idea about five years ago, and have posted the idea (not the article itself) on the Deming Electronic Network, here at ASQ NET, and also in a Baldrige e-publication out of New Zealand. No one has said - "hey I did that, and here's what happened". 4. I will provide an apology here to anyone who comes forth after reading the article and says "Hey - I thought of that 20 years ago! You took my idea!" I will attest that I worked with a variety of people over the past 5 years on the concept, and have applied it with mixed success. Has anyone else probably independently come up with the idea - I actually hope so as it would validate it as a good idea.

Steve Prevette

ASQ CQE

getting to be a family routine QP author

17785 ISO/DIS 14001

Reinaldo Ramirez

Mar-06-04

What happen with the clause 4.4.6 in this new standard?

17782 Re: Re: Re: Teaching, Deming and Bloom

William Pflanz

Mar-05-04

I agree with Richard on the other ASQ Journals having a more scholarly approach. Unfortunately the articles in those journals are much more theoretical and research oriented. Quality Progress actively requests contributions from its membership on how they have implemented quality theory and tools. The authors generally only reference the literature they have used in writing the article or to guide the readers to some referenced material that they have successfully used. Dr. Westfall describes the need for a comprehensive review of the literature. I would like to know the definition of comprehensive. One of the values of this discussion board is sharing of knowledge gained by its members. As well versed that I think I may be, it is interesting how many books, articles and websites are referenced to in these discussion boards that are new to me. We can't know everything, all we can do is keep learning. Anyway as prolific as quality professionals and academics are at writing, the comprehensive list will soon be out of date. This thread would be a good opportunity for the Quality Progress editors or board moderators to intervene and explain their position on Dr. Westfall's comments.

Bill Pflanz

Section 801

17777 Re: Re: Teaching, Deming and Bloom

Richard Ickler

Mar-04-04

Before we jump on Mr. Hill and "peer review" I think we need to consider the purpose and design of Quality Progress. I don't think that there has ever been any intention for Quality Progress to present scholarly, peer reviewed articles. We have several technical, peer reviewed journals for that purpose (primarily Journal of Quality Technology). The articles in QP have long been of the style of Mr. Hill's article, anecdotal accounts of concepts that have worked for the author or opinion pieces. I believe that we have a right to expect that the facts presented are correct, tables and charts are consistent with the article, and that opinions are supported by the facts presented. I would hope that the quality of articles is higher than that of some of the trade rags I have read but I don't think we want to hold them to the standards of scholarship of JQT. It would be nice if Mr. Hill had presented some additional references for those who want to pursue the subject in greater depth but chastising him for not doing so does not seem appropriate to me either considering the intention of the publication. My 2 cents anyway,

Richard Ickler

17776 Re: Teaching, Deming and Bloom

Wesley Bucey

Mar-04-04

From Wes Bucey, Quality Manager

You make a valid point, Jack. I don't excuse the academic omissions, but I can offer an explanation: <i>The key phrase is "peer review." Two things are pertinent: 1) No list of reviewers and their credentials to determine if the review may have had adequate rigor. 2) The woeful lack of scholarship on the part of a large number of authors in terms of how to truly research a topic to determine if they have a comprehensive list of publications and no enforced guideline in how to list them in a bibliography. These omissions often lead to clumsy plagiarism which goes undetected by uninformed or lazy reviewers who are not publicly accountable. Worse, these omissions allow poor scholarship to masquerade as good scholarship by virtue of being in a "peer reviewed" publication.</i> The fear I share with you and with many other experienced practitioners is that the newbies will have erroneous information and learn bad habits of scholarship because of the prestige of the publication. Nice to hear from you, Jack.-Wes Bucey

17775 Teaching, Deming and Bloom
Jack Westfall
Mar-04-04
Quality Progress
www.asq.org Discussion Board
editor@asq.org

My letter is in response to the following citation. Hill, J.A. (2004). Better teaching with Deming and Bloom. Quality Progress, 37(3), 57-64. I believe in giving credit where credit is due, or at least knowing and acknowledging those whom have gone before us. The assumptions and methods discussed in the article have been covered in considerably more depth and sophistication over the past decade by researchers and authors such as Vicki Spandel, Rick Stiggins, and others. I did not seem to find any of these citations in the references from the above article. For a more complete list of references see the annotated bibliography below. Unfortunately, this appears to be a good example of the differences between a trade rag and a peer-reviewed article. I suggest your journal raises its standards for quality contributions. I would be happy to continue this dialog.

Sincerely,

Dr. Jack Westfall
Coordinator of Assessment
Sheboygan Area School District
830 Virginia Avenue
Sheboygan, WI 53081
TEL 920.459.3537
EMAIL jwestfall@sheboygan.k12.wi.us

Annotated Bibliography

Anderson, L.W., & Krathwohl, D.R., Airasian, P.W., Cruikshank, K.A., Mayer, R.E., Pntrich, P.R., Raths, J., & Wittrock, M.C. (Eds.) (2001). A taxonomy for learning, teaching, and assessing: A revision of Bloom's taxonomy of educational objectives. New York: Addison Wesley Longman, Inc. This is a seminal work and update of Bloom's taxonomy. Spandel, V. (2000). Creating better writers through 6-trait

writing assessment and instruction (3rd Ed.). Pearson Allen & Bacon. There are approximately 2 dozen similar books and several training videos on the use of the 6-trait approach for teaching and assessing writing. Stiggins, R.J. (2001). Student-involved classroom assessment (3rd Ed.). Columbus, OH: Merrill Prentice Hall. Stiggins developed his taxonomy and assessment system based on a synthesis of the many extant taxonomies, including Bloom's.

17767 Re: Re: AQC in Toronto?

Carl Keller

Mar-03-04

As I said, nothing against Toronto, I am sure it is beautiful and more than capable of hosting. I have to disagree with point #3. In all of the United States there are no cities with convention centers capable of hosting the AQC? In any case, those that are going, have a good time, I will not be attending.

Carl-

17766 Re: Re: AQC in Toronto?

Steven Prevette

Mar-02-04

Toronto must be fairly competitive for conventions. The National Model Railroad Association held its annual convention there last year. Some of the same questions were asked about support of the US economy. And then the SARS scare hit. But I have heard many favorable reports from those NMRA members I know (via email and discussion board) that went.

Steve Prevette

on the west coast, so not able to go whether it was Toronto or Boston MA.

17764 Re: AQC in Toronto?

William Pflanz

Mar-02-04

Here are some possible reasons for having Quality AQC in Canada.

1. ASQ is an international organization i.e. membership is not limited to U.S. citizens
2. If you live in the Northeast, it is not that expensive to fly or even drive to Toronto so regionally it is as good a place to meet as the next. If it was in San Francisco, that would be good for the West but bad for the East. Moving it around makes it more accessible for members.
3. There are not that many cities that have the convention facilities for a meeting of this size. Toronto is on the list of many organizations as a place to hold a conventions due to available facilities, cost, ease of travel etc.
4. It gets boring to go to the same location every year. For some companies, sending

their employees is a reward. If you are paying yourself, you may want to see some sights before, during or after the meeting.

Bill Pflanz
Section 801

17763 AQC in Toronto?

Carl Keller
Mar-02-04

No offense to our Canadian Brethern, but why is the American Society for Quality AQC in Canada? It is hard enough to make it to one within the U.S. for most of us. With Billion dollar deficits and the vast majority of of ASQ members in the United States (and employed by companies operating in the U.S.), why are we not supporting America? Was this another "Board" decision?

Carl Keller

17728 Letter: Cover Photo Looks Like Wind Turbine Project

ASQ Staff
Feb-24-04

The photo on the cover of the February 2004 issue looks like the "Stateline" wind turbine project just down the road from me. Hundreds of wind machines on the Washington-Oregon border between Kennewick (my town) and Walla Walla. We also have a smaller project just south of my home, with only 50 machines. Amazing that these generators require no operator attention! When the wind picks up, they start. If the wind slows, the blades feather and then stop. In extremely stormy conditions, they also shut down to self-preserve. The energy source is free and operating costs are free. They only require occasional greasing.

Dennis R. Arter, "The Audit Guy"
Columbia Audit
Kennewick, WA
dennis@auditguy.net

17720 Improving an Unstable Process (Feb, 04, p.68-71)

Aldous Wong
Feb-23-04

This article illustrates clearly how to test for small improvement on 'unstable' process. It is the simpliest (one factor with 2 level) application of EVOP thinking. We have successfully used this technique to compare different operating methods on unstable process. A plot of the delta(s) on a run chart over many shifts/batches can show the difference between two methods quite effectively. Question to author re: t statistic used ($\text{Sum}(d)/\sqrt{\text{SumofSquares}(d)}$) (p. 70). Is it the same t statistic under paired-t test? If

yes, the t statistic under paired-t test is $(\text{average}(d)/(\text{stdev}(d)/\sqrt{n})) \sim (\text{Sum}(d)/\text{Corrected Sum of Squares}(d))$ if $(n-1)$ is treated as n . The denominator is corrected sum of squares instead of sum of squares as suggested by the article.

17718 Re: Faster Test Results (January 2004, pp. 33-39)

Aldous Wong

Feb-23-04

I (Master Black Belt) too have a lot of trouble following the thought process and the uses of tools to generate new knowledge to solve the problem. I question the use of regression in this particular application. If I understand the data correctly, we know:

(a) Y (total time) = $X_1 + X_2 + X_3 + X_4$

(b) which potential X s we should focus to reduce (from Table 3),

do we need to use the p-value to convince ourselves where to focus? Because the X s are inter-dependent, this may explain the negative (-4.929) coefficient of Test Completion.

I do not get the clear understanding the specific improvement (i.e. changes) made to improve the process performance. For comparison, I highly recommend the article "Improve Service and Administration by Davis Bothe, QP, Sept 2003".

17714 Re: Re: Re: Email Campaign

Wesley Bucey

Feb-20-04

From Wes Bucey, Quality Manager

I guess it all depends on who gets proceeds from sale of book. If they are all donated back to ASQ to reimburse the support ACSI gets - maybe it's OK. If some individual is making the profit, it sure smacks of the kind of thing where corporations buy hundreds or thousands of copies of a political candidate's book as a maneuver to circumvent election finance laws. It may be legal, but it sure doesn't pass the smell test. I'm aware of other nonprofit associations and charities which have been tarred by scandal for similar "off the books" enrichment of association officials once the information became public. I'm further reminded that 90% of all federal white collar prosecutions result from one or more disaffected members of the criminal enterprise "blowing the whistle" because some guy got richer than they while wallowing in the trough with the other swine. Alternately, when one guy gets caught, he rats out everyone else to get himself a better deal on prison time. I continue to be stunned by the hubris of these people who are our leaders. Were they this way when they got elected or selected? Or did they change after election/selection? If the former, how could we have been so blind? If the latter, how can we tolerate them remaining?

-Wes Bucey

17712 Re: Re: Email Campaign

Steven Prevette

Feb-20-04

Yes, Davis has been doing his own research and is coming up with questions about the ACSI also. Davis did say "Gee, wasn't that nice of them to offer to have us buy their book?"

Steve

17711 Re: Email Campaign

Richard DeRoeck

Feb-20-04

Steve,

What a stuffed-shirt! (The ACSI guy). Did you ever receive a reply from Davis?

Rich DeRoeck

17710 Email Campaign

Steven Prevette

Feb-20-04

From: Prevette, Steven S

Sent: Friday, February 20, 2004 12:56 PM

To: 'liz.keim@att.net'; 'kcase@okstate.edu'; 'daniel.duhan@ngc.com';

'garyfloss@comcast.net'; 'jad93908@sprynet.com'; 'dale@nameplate.com'

Subject: ASQ Leadership

By this time you should have received the message at the bottom of this message from ASQ member, apparently soon to be ex-member, Andy Nutt. I, as an ASQ member, Volunteer (past Section Chair, and incoming Section Chair) and Quality Progress author (see page 60 of the February QP), am lending my full support to this letter. I would like to point out that I am very frustrated as an ASQ member with the stonewalling the ASQ is demonstrating. As another example beyond Andy's, I have been trying to ask questions about ASQ's involvement with the ACSI. Please see the first email chain below. I am very displeased with the lack of open, two-way communications with ASQ. I have had a number of phone calls with ASQ staff and leadership over the past 2 weeks, and they have been good in documenting the issues other members and I have. This issue has been documented by ASQ itself in the "Partnership Study". I hope to be able to work with ASQ, not against ASQ, and have offered to participate in efforts to resolve some of these member issues. I have the belief that you are today receiving a number of emails from dissatisfied members. I hope that we can convert all of this into action.

Steven S Prevette

Fluor Hanford

ASQ CQE

01056028

Steve,

I was somewhat taken a back when I read Claes' comments. But then again, the ACSI is

"his baby" so his response wasn't that shocking to me. I think you made the right decision passing the info onto Ken Case. I hope we hear something. Have a nice weekend, Chris Lochemes

-----Original Message-----

From: Prevette, Steven S [mailto:Steven_S_Prevette@rl.gov]

Sent: Thursday, February 19, 2004 4:08 PM

To: 'Lochemes, Christine'

Subject: RE: ACSI

Thank you for tracking down some answer from the ACSI folks. From a quality perspective, this answer seems very condescending. Go buy my book. I teach PhD students. Oh well. I was provided with the methodology report quite a while ago, which is what I used for the basis for my questions. I have passed this response on to Davis Ballestracci (Stats Division chair) and Ken Case to see what they think. Obviously I am not getting anywhere on it, and unless whomever makes the decision to fund the ACSI from ASQ dues money wants to find out, then nothing much will happen.

Steve Prevette

Occupational Safety and Health

Fluor Hanford, A Fluor Government Group Project

ASQ Certified Quality Engineer

steven_s_prevette@rl.gov

509-373-9371

-----Original Message-----

From: Lochemes, Christine [mailto:CLochemes@asq.org]

Sent: Thursday, February 19, 2004 1:46 PM

To: 'Prevette, Steven S'

Subject: RE: ACSI

Hi Steve, I did receive your voice mail message. I forwarded your email to Claes Fornell and he responded. His email is below. Thank you! Chris Lochemes

Chris, The methodology we are using has its roots in structural equations models with latent variables and covariance structure analysis - a subject I have taught to doctoral students at the University of Michigan for a number of years. This is the most powerful statistical method for dealing with the estimation of causal systems with unobservables.

For a 100 point index that typically moves only on the first decimal from period to period, there can, by definition, not be much random noise. In addition, there are

significant correlations between ACSI, consumer spending, productivity, and GDP.

Again, that would not be possible if there was a great deal of random noise. I would refer Mr. Prevette to the Methodology Report and for more technical treatments on the subject to my books on second generations of multivariate analysis. I am sure they can be found at Amazon.com. Claes

-----Original Message-----

From: Prevette, Steven S [mailto:Steven_S_Prevette@rl.gov]

Sent: Thursday, February 19, 2004 12:06 PM

To: 'clochemes@asq.org'

Subject: ACSI

This is following up on a voice mail message I have left for you. You are listed as the point of contact for the ACSI reports. I wrote the following letter to the Quality Progress,

which was published in April 2003. Since that time, I have received no comments, nor any avenue as to how to pursue resolving these comments.

At <http://www.asq.org/members/news/qualityprogress/2003/0403/08mailBag0403.html>

Satisfaction Index Reacts To Random Noise in Data

I have followed the various press releases on the American Customer Satisfaction Index (ACSI) with great interest over the past years, and there seems to be a continued pattern of reaction to random noise in the data, at least based upon the statements about percentage change in the indicators. If you stack up the various releases, they contradict each other from year to year and appear to do a poor job of offering a prediction of the future. Claes Fornell says the point of the ACSI was to "analyze the data using newly developed software that would sort out the typical random noise one finds in all surveys and establish cause and effect patterns, and update with new data on a regular basis." To me, there does not appear to be any fact or evidence in the article to support that statement. In response to my request for the statistical basis behind the ACSI declarations of changes, I was given a report that indicated the reporting criteria are to cite percentage changes from datum to datum that exceed a 90% confidence level. If this is the case, then any certified quality engineer should be able to predict the outcome: One in every 10 industries will be reported as having a significant change of such and such percentage. No long run monitoring of the data (such as through a control chart) appears to be performed. Considering another article in the very same issue laments that many managers and engineers still do not understand or apply the concepts of variation reduction or trend analysis, ASQ ought to be in the forefront in establishing knowledge of variation and trend analysis. A good place to start would be with the ACSI.

STEVE PREVETTE

Fluor Hanford

Pasco, WA

steven_s_prevette@rl.gov

Andy Nutt's email:

Dear ASQ Leaders and Management,

I'm not sure if this email will reach some of you or not, but if you receive it I hope you would be willing to pass it on to other national ASQ managers as well. I'm writing because I am concerned about poor response and lack of accountability shown in the Discussion Board area of the ASQ.org website. I have been a member since 4/96, and I am a CQE, but it is likely I will not renew my membership after it expires this June. The chance to interact (via the Discussion Boards (DB's)) with the incredible wealth of knowledge exhibited by other members has been a true pleasure, and probably the greatest benefit I've derived from my ASQ membership. Myself and other DB users have often wondered why these DB's have not been updated or been given any attention. We've tried to work through what is now the Web Services group, for over six years with no avail. The site operates too slow, and it is difficult to navigate and search. The most troubling aspect of this is that there are several free, or very low cost options readily available, and members have offered several suggestions for improvement. I would like to say that I am aware that there are several new initiatives underway, and in general I am not opposed to these changes. I understand the new membership categories and I would even consider an Associate membership when I renew, (although I am concerned that the other membership categories do not specifically list the DB's specifically). I also like the

fact that ASQ is looking for ways to improve and expand membership by approaching the community level. Having said that, I feel that ASQ is still missing a huge opportunity for increasing membership by not enhancing these db's and making them available to everyone, even nonmembers. We all know by now that the Internet is not going away. We also know the impact the Internet has had on our ability to communicate. Combine those facts with the fact that the questions about quality are still out there and you've got yourself an big opportunity. I know the questions are out there because I get them from other departments everyday at work. "How can ISO help me?, What is the best way to calibrate this gage?, How do you set up a good corrective action system?, etc." I think it would be great if ASQ.org was known as the place to go to get your quality questions answered. I can't think of better advertising for the organization. I would strongly encourage each of you to visit and read the messages in the Discussion Board Suggestions forum, for a better understanding and history of what has been occurring. I would also strongly encourage you to reply to any of the DB postings with any of your feelings or concerns about this issue. One of the biggest frustrations for us has not just been the lack of improvement to the discussion boards, but no response or timeline or any indication at all that anyone is even concerned.

Sincerely,

Andy Nutt, CQE

Quality Engineer

Musco Lighting Company

andy.nutt@musco.com

Steve Prevette

Occupational Safety and Health

Fluor Hanford, A Fluor Government Group Project

ASQ Certified Quality Engineer

steven_s_prevette@rl.gov

509-373-9371

17709 Re: Re: Organizational Manual

Andrew Nutt

Feb-20-04

Thanks Wes. And as stated before, you supply the names and I'd even write my own letter. So here is a copy of what I just sent. Let the email campaign begin!

Dear ASQ Leaders and Management, I'm not sure if this email will reach some of you or not, but if you receive it I hope you would be willing to pass it on to other national ASQ managers as well. I'm writing because I am concerned about poor response and lack of accountability shown in the Discussion Board area of the ASQ.org website. I have been a member since 4/96, and I am a CQE, but it is likely I will not renew my membership after it expires this June. The chance to interact (via the Discussion Boards (DB's)) with the incredible wealth of knowledge exhibited by other members has been a true pleasure, and probably the greatest benefit I've derived from my ASQ membership. Myself and other DB users have often wondered why these DB's have not been updated or been given any attention. We've tried to work through what is now the Web Services group, for over six

years with no avail. The site operates too slow, and it is difficult to navigate and search. The most troubling aspect of this is that there are several free, or very low cost options readily available, and members have offered several suggestions for improvement. I would like to say that I am aware that there are several new initiatives underway, and in general I am not opposed to these changes. I understand the new membership categories and I would even consider an Associate membership when I renew, (although I am concerned that the other membership categories do not specifically list the DB's specifically). I also like the fact that ASQ is looking for ways to improve and expand membership by approaching the community level. Having said that, I feel that ASQ is still missing a huge opportunity for increasing membership by not enhancing these db's and making them available to everyone, even nonmembers. We all know by now that the Internet is not going away. We also know the impact the Internet has had on our ability to communicate. Combine those facts with the fact that the questions about quality are still out there and you've got yourself an big opportunity. I know the questions are out there because I get them from other departments everyday at work. "How can ISO help me?, What is the best way to calibrate this gage?, How do you set up a good corrective action system?, etc." I think it would be great if ASQ.org was known as the place to go to get your quality questions answered. I can't think of better advertising for the organization. I would strongly encourage each of you to visit and read the messages in the Discussion Board Suggestions forum, for a better understanding and history of what has been occurring. I would also strongly encourage you to reply to any of the DB postings with any of your feelings or concerns about this issue. One of the biggest frustrations for us has not just been the lack of improvement to the discussion boards, but no response or timeline or any indication at all that anyone is even concerned.

Sincerely,
Andy Nutt, CQE
Quality Engineer
Musco Lighting Company
andy.nutt@musco.com

17708 Re: Re: Letter: Six Sigma Makes False Promises

Carl Keller

Feb-20-04

Hey Mike,

Please contact the Enron execs right away, they can surely use your statement below as their defense: "any idea that gets TOP MGMT to really Lead quality efforts in Project form, Focused on real Customer needs and Business issues, is a good thing. " No, you should not be led in some zombie like trance that any quality idea that management supports is a good thing. Businesses exist to make money, management decisions are based on this and there is nothing wrong with that, but ideas that are NOT in the best interest of the quality discipline should NOT be supported by us, regardless of the outcome. We do have to support the business goals, we DO NOT and SHOULD NOT support efforts that undermine our professional integrity.

Carl-

17705 Re: Re: Re: Letter: Six Sigma Makes False Promises

Wesley Bucey

Feb-20-04

From Wesley Bucey, Quality Manager

Since my Section meetings seem to attract more 6S proponents than Deming ones <i>("Oh no. We couldn't have a program presentation on SoPK - that's not <u>real world.</u>")</i>, I've been doing a lot more listening than talking at Section meetings. I note the 6S BB and MBB use a lot more jargon than I'm used to, but the presentations seem to consist mostly of reading the PowerPoint Slides out loud to the audience. That seems to suit the 6S guys just fine, but it leaves me wanting a little more. I recently listened to a pitch regarding Kaizen events and Kaizen Blitzes with 5S and 8 Wastes and only really felt comfortable when the guy talked about PDCA instead of DMAIC. As I drove home that night, I was struck by two things: 1) Although I believe the reported savings were real, I wondered how on earth the organization managers ever found their way to work before the MBB arrived to show them the way. The potential actions to save money leaped out at me by the 3rd slide - I sure didn't need to get to Slide 56 to come to the conclusion we shouldn't build more than we can sell, or that the efficiency expert from "Cheaper By The Dozen" (Clifton Webb version) was right about eliminating wasted motion. 2) My second thought was <i>"Why does it take <u>the expert from afar</u> to get an executive's attention?"</i> Immediately followed up by <i>"Is it too late to get in on the gravy train?"</i> (I am, after all, pragmatic.)

-Wesley Bucey

17704 Re: Re: Letter: Six Sigma Makes False Promises

Steven Prevette

Feb-20-04

I am glad to see a pro-six sigma person willing to discuss this. I will say I am skeptical of the various multi-million dollar claims made, but perhaps here is something we can discuss: The approach of six sigma does definitely appear to reserve improvement efforts for Vice Presidents, Expensively trained Black Belts, and Expensive Consultants. I believe that this is elitist, does not advance the worker who is immersed in the process (and suffering from faulty processes) and is not in keeping with various worker-involvement efforts out there like the OSHA Voluntary Protection Program. Are you convinced that middle management or even the workers themselves cannot lead multiple improvement efforts simultaneously that could save a company millions of dollars when totaled up? Must we reserve this for the fair haired boys and girls?

Steve Prevette

ASQ CQE

yes, anti-six sigma

17702 Re: Letter: Six Sigma Makes False Promises

Mike Clayton

Feb-20-04

To Gary, David and Rick...from Mike:

Greedy Gurus are just as bad as Greedy CEO's, but any idea that gets TOP MGMT to really Lead quality efforts in Project form, Focused on real Customer needs and Business issues, is a good thing. TQM stayed with middle management . Six Sigma took a more focused project structure and top management leadership to break through to bigger savings, if not all the way to 3 PPM. Millions of documented dollar savings have resulted when the VP's are taken from their silos and motivated to lead quarterly projects with big economic benefits. Forget the hype, just get the leadership involved and support them with trained staff and things happen. If its just a training game, no results. If its just a leadership game, no results. If its just a statistical analysis game, no results. But when hitting on all cylinders, it works. Its the economics, guys, not the math!

Mike Clayton

Black Belt, Metallurgist, MBA, Consultant

mclayton2000@hotmail.com

17699 Re: Organizational Manual

Wesley Bucey

Feb-19-04

From Wes Bucey, Quality Manager

Terrific, Richard! Thank you for your research effort! Here they are: (top elected officers) Office of the President Chair Elizabeth M. Keim
4220 Pebble Beach Drive Niwot, CO 80503 Integrated Quality Resources 303-541-9127
liz.keim@att.net President Kenneth E. Case Oklahoma State University School of
Industrial Engineering, 322EN Stillwater, OK 74078-5018 405-744-6952
kcase@okstate.edu President-Elect Daniel M. Duhan 18 White Willow Court Owings
Mills, MD 21117-1349 Northrop Grumman 410-765-4760 daniel.duhan@ngc.com
Vice President Gary D. Floss (05) 1444 18th Street NW New Brighton, MN 55112-5407
BlueFire Partners 651-636-3268 garyfloss@comcast.net Vice President Jad G. B.
Jadunath (04) 1203 S. Garfield Street Denver, CO 80210-2124 Keller Graduate School of
Management 303-757-0187 jad93908@sprynet.com Treasurer R. Dale Crownover
Texas Nameplate Co. 1900 S. Ervay Street Dallas, TX 75315-2056 214-428-8341
dale@nameplate.com

I'd sure like to read about any feedback anyone gets if he or she sends an email to one or more of these folks. After all, they are your elected officers - they should be thrilled to get input from their constituents.

-Wes Bucey

17698 Organizational Manual

Richard Ickler

Feb-19-04

I just checked. The Organizational Manual with full contact information is available under the "About ASQ" tab. The complete thing is an over 4MB zip file but you can download the pieces separately. They don't make it easy to find, but they DO post it in the members only website.

Richard Ickler

17697 Re: New Membership Dues

Carl Keller

Feb-19-04

Far, FAR from six sigma if you compare it to the number of people who actually use the discussion board!

Carl-

17696 Re: Re: Re: Re: Re: Re: Re: New Membership Dues

Richard DeRoeck

Feb-19-04

If the folks at ASQ would only listen to their customers and take appropriate action they could (if they wanted) make significant improvements in their total organization. They are missing out on a BIG opportunity. By the way, my understanding is that the font size change was driven by their customers. Is that correct and if so, where are their voices of support?

Rich DeRoeck

17694 Re: Re: Re: Re: Re: Re: New Membership Dues

Wesley Bucey

Feb-19-04

From Wes Bucey, Quality Manager

Well, Steve has a copy of contact info. Why not post it on the members only section of the website? Mark doesn't have the info, yet, and neither do I. Why should we have to battle to get information? I think Steve has put his finger on the main pulse point:

NO MEANINGFUL RESPONSE! This concept of <i>"I hear what you're saying."</i> with no meaningful response is very similar to the training methodology set forth as a paradigm for Call Centers to deal with angry and upset customers. There is no methodology to resolve the complaint (root cause?), only to mollify the anger with soothing words, no action. I'm given to understand ASQ staff and elected officers continue to state to all and sundry that <i>"we have received relatively few complaints considering we have 100,000 members."</i> So, let's see. Here's a quick tally of

complaints (in two weeks on this board alone): Wes, Steve P, Andy N, Carl K, Richard D Lawrence T, T. Gourishankar. A quick 7 out of 100,000. That makes 70 out of 1,000,000 opportunities - pretty far cry from Six Sigma in my opinion! (Of course, that doesn't even consider those who gave up because the typeface was too small to read.)-Wes Bucey

17692 Letter: Innovative Thinking Serves as a Model

ASQ Staff

Feb-19-04

I want to thank Ray Anderson for an excellent article in the February 2004 QP ("Climbing Mount Sustainability," p. 32). It is this type of innovative thinking that serves as a model for the rest of us who are diligently trying to drive the sustainability agenda in our respective companies. One day, the current management philosophy of minimum regulatory compliance will become much like the idea of no regulatory compliance is to us now--a dull memory. I especially liked the fact that he listed a "Suggested Reading List" that can help others think about the importance of sustainability. I, for one, plan to read them.

Jay Richard

Regulatory Compliance Manager

SNF - Polychemie

JayR@snfhc.com

17691 Letter: Six Sigma Makes False Promises

ASQ Staff

Feb-19-04

I agree that "hubri-doo-bri-doo-bri" is what Six Sigma may be called in the future (Rick L. Edgeman and David I. Bigio, "Six Sigma in Metaphor: Heresy or Holy Writ," January 2004, p. 25). The concept of Six Sigma quality is simply the shrinking of the process variation to half of the design tolerance while allowing the mean to shift as much as 1.5 sigma from the target. If the process mean can be controlled to within 1.5 standard deviations of the target, a maximum of 3.4 defects per million can be expected. Et voila! A whole new industry has popped up to provide Six Sigma related services, and organizations have spent millions of dollars on Six Sigma training and projects. So far, reports seem to indicate that organizations who have used the Six Sigma methodology for continuous process improvement have rarely achieved 3.4 defects per million in their products and services, or the promised savings have seldom been materialized! DMAIC and DFSS are methodologies similar to PDCA combined with SPC. They are common sense methodologies for continuous process improvement using well-known tools for process improvement (QFD, Pareto, Control Chart, Fishbone, FMEA, DOE, etc.). Organizations will have to use any hubri-doo-bri-doo-bri methodology that improves customer satisfaction and reduces their cost of quality in order to maintain their competitiveness in the market.

G. Gary Bagdasarian
BSME, MBA, MS Quality Assurance
Certified Green Belt - Member ASQ
gazar.bagdasarian@ps.ge.com

17688 Re: Re: Re: Re: Re: New Membership Dues
Steven Prevette
Feb-19-04

I have been sent the "2003-2004 Organization Manual" by ASQ. It lists points of contact for all ASQ boards and volunteer leaders. It is also supposed to be available in the members area in ASQNET. I am rapidly gaining the perception that these folks are more than happy to talk on the phone (including Ken Case) and say "uh-huh, you have a point". The current frustration is that no one who is accountable for the issues being raised is willing to provide a dialogue - a response. We as members are expected to fuss at each other on these Discussion Boards, but there is no communication loop to get any response even if it is - "No, we are not going to do that, and here is why". See my other posting in ASQ Discussion Board Suggestions.
Steve Prevette
Instigator

17685 Re: Re: Re: Re: Re: New Membership Dues
Carl Keller
Feb-19-04

The state of the Profession has become a disgrace, but not because of the people that actually practice it. I have no problem pointing the finger on this one. The leaders of ASQ are solely to blame for supporting initiatives that DO NOT SUPPORT THE MEMBERSHIP. I think it is about time for a quality revolution. I will be more than happy to lead it or support it, whichever the case may be, because the current paradigm is not going to change with the current administration.
Carl-

17684 Re: Re: Re: Re: New Membership Dues
Wesley Bucey
Feb-19-04

From Wes Bucey, Quality Manager

I'm not sure whether to take solace that others have the same perception as I about ASQ "leaders" or whether to become more exasperated at the hubris displayed by BOTH paid staff and elected officials toward concerned members of the organization. I was especially struck by Mark's comment: <i> tried to share my concerns with ASQ corporate officers last year only to have HQ refuse to provide their e-

mail addresses and saying "Why do you need to contact them directly?" (because they ARE the leaders???) Maybe the fact that Case has allowed disclosure of his email address is a sign of better times ahead. Maybe it's just an empty gesture. Time ALWAYS TELLS. -Wes Bucey

17683 Re: Re: Re: New Membership Dues

William Pflanz

Feb-19-04

I decided to look up ASQ's mission statement but all I could find was a vision statement as follows.

ASQ's Vision

By making quality a global priority, an organizational imperative, and a personal ethic, the American Society for Quality becomes the community for everyone who seeks quality technology, concepts, or tools to improve themselves and their world.

Role and Long-Term Objectives

?To be stewards of the quality profession by providing member (customer) value

?To be stewards of the quality movement by providing increased society value from ASQ activities

As far as I can tell a lot of this discussion on membership and the Living Community Model was going on in November 2003. The Strategic Development dialogue in the About ASQ tab on the website as some interesting information on future directions. With apologies to Mr. Hartley if he has objections (and to the readers for its length), I am copying in a response he provided last November about the Model in that section of the website. IS ASQ LOSING ITS FOCUS? Warning - long winded and brusque, but (I believe) straight to the point! My concerns with the Vision, Living Community Model (LCM) Key Concepts, LCM Design Principles, and LCM Marketplace are that ASQ continues to drift away from being a society of professionals, to becoming a society focused on itself as the priority, not its members. Quality professionals need a professional society for the purposes of networking, sharing, encouraging, learning - mostly through the interwoven volunteer efforts of the members. I.e., I was helped by members earlier and now I help others. We have lost that focus - now the focus is that "The ASQ SOCIETY must be made to be great. The SOCIETY must be made to be the source." Now the society exists to promote the "society's vision" - what happened to promoting the society's MEMBERS??? Today we are more concerned with the society itself and with the society's "customers" rather than its members. Am I the only one to believe that the society should exist to help and to promote the interests of its members? Members give the society reason for being, and are (were) its financial support. Increasingly the ASQ society has become a self-aggrandizing, money-hungry beast constantly seeking new sources of revenue and power - not to SERVE to its members (it charges its members for every extra service and product!!!), but to feed itself and grow as an organization. ASQ should exist to serve its MEMBERS, not itself! "Enhance ASQ's economic viability"??? What about enhance the MEMBERSHIP's economic viability! "Provide for a public source of information about quality"??? What about providing a MEMBER source of information about quality, and promote the member-professionals

themselves as the public source of information about quality! "ASQ would be the resource and source for all things quality, all the time"??? What about being the resource and source for MEMBERS, and promoting the member-professionals as the resource and source for all things quality, all the time to the public/customer! Charge members for listing their products and services in the 'ASQ Marketplace'??? What about providing this and most ASQ services to the member-professionals for the price of ASQ membership! ASQ wants quality professionals to volunteer their time, expertise, education, and products - but ASQ wants to SELL its time, expertise, education, and products to its members! ASQ increasingly is COMPETING with its members. Even the concept that ASQ serves "its members AND ITS CUSTOMERS" is fouled up, in that the CUSTOMERS of a professional society should be the professionals that make up the membership. All other "customers" should be far subjugated to the membership's interests, and should only exist to the extent that these customers support and provide development, products, and services to the membership through their customer relationship to the society. Membership is declining and will continue to decline because ASQ does not serve as a professional society anymore, and it does not provide value to the professional members - it now wants to make a buck (many, many, many bucks to be exact) from its members. Jeepers, ASQ is directly in business competition with many of its member professionals - in training, consulting, book sales, etc! That's OK for a private industry, commercial organization - that's called capitalism. So if ASQ wants to become a capital producing enterprise, let's abandon the charade and quit hiding behind the sheep's clothing of a not-for-profit organization.

This is one person's opinion - a person who has been an active member of ASQ since 1988, held CMI, CQT, CQA, CQE, and RAB QS-LA certifications at one time or another; who has been an officer, committee chair, or volunteer for over 10 years at the Section Level; who tried to share my concerns with ASQ corporate officers last year only to have HQ refuse to provide their e-mail addresses and saying "Why do you need to contact them directly?" (because they ARE the leaders???); and who increasingly wonders why I am GIVING so much to a society that keeps taking (fees, charges, and business competition) away from me.

Mark Hartley

Senior Consultant

5 November 2003 - The Hartley Group - Performance Paradigms, Inc.

17682 Re: Re: New Membership Dues

Carl Keller

Feb-19-04

Rich,

To tell you the truth, the cost really doesn't bother me, as long as I am getting my money's worth. As I stated to Ken Case, I don't want our membership broadened. Quality is a specific discipline, just like accounting, engineering, or Human resources.

We all work together and may share some common tasks, but I would not expect the national society of accountants to be opening up a section for metrology any time soon. In my opinion, the current vision is the reason that the U.S. did not listen to Deming and Juran back in the 50's and 60's, the quality discipline was not taken seriously. Then the 70's rolled along and it started to get a little attention because of the automotive sector. By the mid 80's we started to get some power and look good, then they went too far with ISO and the "interpretation" of the standard, not to mention the RAB debacle. Now Six Sigma rolls in and crushes every ounce of credibility left from "Quality". We are a laughing stock, and I can't blame the people that feel that way. I think the ASQ should re-visit their mission statement.

Carl-

17681 Re: New Membership Dues

Richard Ickler

Feb-18-04

After translating all of the corporate "gobble-de-gook" the reasons seem to come down to "maximize the membership" by creating categories for everyone. It will be interesting to see if there is really the market for electronic society membership only. They will have to do a whole lot better in the website delivery before I think it is viable (but they didn't ask my opinion either). The dues changes actually appear to be good for people like me (senior member/1 division). I will actually get a \$7 reduction in my dues with their "instant rebate" and a couple more free add-ons. I've been around with ASQ for a "loooooong" time (my member number starts with 0001 if that is any indication) and seen it go through a number of iterations. I'm sure I'll see a few more before I am ready to retire. This too will pass, assuming the society survives the current vision process.

Richard Ickler

17677 email address for Ken Case

Steven Prevette

Feb-18-04

By the way, his email address is 'kcase@okstate.edu'

Steve

17676 Re: Re: New Membership Dues

Carl Keller

Feb-18-04

I wrote to Ken Case with my views and, while I was not rude, I didn't hold back either. I would suggest everyone else do the same. I also suggested he read this discussion forum once in a while.

Carl-

17673 Re: New Membership Dues

Wesley Bucey

Feb-17-04

From Wes Bucey, Quality Manager

I guess there was a computer glitch which kept me from getting the survey or letter which asked MY opinion about restructuring classes of membership. I'm sure the rest of you all voted for this. Right? My personal opinion is we are erring (as an organization) in trying to maintain Quality as a separate profession. We need to mainstream our members with hybrid Quality and business skills so they won't be first on the chopping block at the least downturn in business. Ah me! Perhaps it's better I'm closer to the end of my work years instead of the beginning. The perfidy of our elected Association officials is very stressful. I feel so sorry for the newbies who are caught in the switches. Is there a possibility we can see another guru like Deming? Failing that, perhaps we need a California-type recall of our elected officials.

-Wes Bucey

17669 New Membership Dues

William Pflanz

Feb-17-04

The ASQ website Home Page Top Story (dated 2/16/2004) announces the new membership categories and dues. The announcement also includes a letter from Ken Case describing the reason for the changes.

Bill Pflanz

Section 801

17653 Re: Re: Re: Letter: Sustainability Is the Word of the Day

William Pflanz

Feb-12-04

After reading your response, I decided to read the article again in a more quiet setting. I was probably too harsh in my criticism but what set me off was that it was pushing the Sustainability movement as another new methodology to use with quality to improve the environment. Apparently the author felt that quality management alone was not sufficient to drive the effort for a better society. Based on his examples, his company probably did use quality tools, ISO 14000 etc. to become a more environment friendly company. I guess whatever works should be used but many times we get back to doing what Deming, Juran and the other early gurus taught. Whatever is old is new and whatever new is old. The only real difference is how you market the ideas and who will buy it. It would be great to have a follow up article describing what quality tools and

methods were used to make their improvements so that others could try them.
Bill Pflanz
Section 801

17652 Re: Staying a Member
Richard Ickler
Feb-12-04

It used to be a truism that you could pretty well tell which company was about to go belly-up by seeing who was building a fancy and much larger corporate headquarters building. Is that possibly true of ASQ? Just a thought.
Richard Ickler
(A member since 1975)

17650 Communications
Steven Prevette
Feb-12-04

Boy, am I spent. I have spent three hours on the phone in the past week with ASQ staff and officers. I have given my heart and soul. I have pleaded with staff and officials to come to these boards. Have a dialogue. Let us know we are heard. Carry out the actions promised by the "partnership study". I even spent 45 minutes on the phone with Ken Case. For those of you I have talked with, I appreciate your attention, your time spent with me. The key now is, is there any action that you are willing to take? And it's not just me saying "you ought to do this for me". If there is something I can do, let me know. I have accepted the challenge of writing articles for QP that are other than Six Sigma. I have accepted the challenge of being the section chair of a rural section that is perennially on the edge of folding.
I expect great things.

17646 Re: Re: Letter: Sustainability Is the Word of the Day
Steven Prevette
Feb-12-04

I'd say "yes" it belongs. The author is an ASQ member. That is a plus. The author invokes Deming. Big PLUS (smile). More seriously, TRIZ is invoked which is an interesting quality tool. In some of the discussions I have been having on the phone about why the dues are being increased, the point is made that ASQ intends to advertise the benefits of "quality". To me that effort may be doomed to failure. I think we need to "brand ourselves" as something more than quality. Heck, I wouldn't want work for my company's quality department even if they doubled my salary!
Steve Prevette
Fluor Hanford

Occupational Safety and Health <<<-----
see page 60 of QP

17644 Re: Letter: Sustainability Is the Word of the Day
William Pflanz
Feb-12-04

I thought that I was reasonably well read on the various quality terms but I had never heard of sustainability used in the context of quality. A short internet search led me to a number of authors and even an organization dedicated to sustainability. It has its roots in the environmental movement to clean up the earth. In reading the article, I am not sure why it passed the editorial review board of Quality Progress. It only marginally relates to the quality profession, its use of improvement methodology or quality tools. There have been some discussions in recent years about using Quality Progress to promote political agendas. Does anyone else think this article should be in our magazine?

Bill Pflanz
Section 801

17643 Letter: Sustainability Is the Word of the Day
ASQ Staff
Feb-12-04

Here's the tally: In "The Triple Bottom/Top Line" by Larry Smith (February 2004, p. 23), the author uses the word "sustainability" 28 times, excluding the use of that word on the header of each page.

Joe Kononchik
Quality Assurance Manager
U.S. Cotton, LLC
Pomfret Center, CT
joe.kononchik@uscotton.com

17642 Re: What Others are Saying about ASQ
William Pflanz
Feb-12-04

Yes, Steve the mike is on but your audience is the rest of us that agree with you. I read both weblinks. The Elsmar discussion is interesting in that it is not occurring in the ASQ Discussion Board. I have to assume that the participants see more ease of use and value in that site than ASQ. It would be nice if someone from ASQ read the site also. I am sorry - is this mike on? The other web site is a direct challenge to ASQ. The author has summarized all of the major issues that have been discussed on this board. Hello out there - can someone from ASQ talk to us?

Bill Pflanz

Section 801

17641 Staying a Member

William Pflanz

Feb-12-04

I have been watching the various responses to my message on the dues changes. When I heard about the increase, I was 1) livid about how ASQ was making the change and 2) concerned about how it would affect ASQ both nationally and locally. Carl's response fits in with my second concern. If we lose non-active members who were not really in the profession or understood quality then it is no big loss. If we lose members like Carl then the cost will be significant. We also may have members who will mentally leave like Steve who could just start sharing their experiences and knowledge outside of ASQ. A few years ago, ASQ hit up all of the sections for donations for a new ASQ building. It is interesting that ever since then, we have had increases in certifications, courses and now membership dues. ASQ may find they have a nice new building but a lot less members to serve. Personally, the benefits of membership are still good enough that I will stay even if I pay the dues myself. It would be a shame to lose the participants to this board. Wes has taken an approach of civil disobedience, Steve is trying to work through the system, I will do what I can as a local officer. Maybe in total we can figure out a way of continually improving ASQ.

17640 What Others are Saying about ASQ

Steven Prevette

Feb-12-04

See "ASQ - Any Real Value?"

<http://elsmar.com/Forums/showthread.php?t=2891>

"The Current State of ASQ"

<http://elsmar.com/Forums/showthread.php?t=6876&page=1&pp=15>

And in internet Quality magazine article - "Wake Up ASQ"

http://www.qualitymag.com/CDA/ArticleInformation/features/BNP__Features__Item/0,6425,105764,00.html

Hello . . . Hello . . . tap - tap - tap Is anyone there? Anyone home?

Is this mike on?

Steve Prevette

ASQ

17639 Alternative Forums

Steven Prevette

Feb-12-04

This message is not meant to compete or otherwise detract from ASQ, and I am attempting to work within the system at ASQ to see what I can do, but I would be remiss if I did not point out the following resources: Deming Electronic Network. This is a email discussion group, and emails are screened by the moderator (Jim Clauson). If you are interested, check out <http://deming.ces.clemson.edu/pub/den/index.html> Jim does accept donations to try to offset the cost of his fileserver, but there are no required dues. IN2INTHINKING. This is a community established by Boeing Rocketdyne. Currently there is a monthly conference phone call. There is no charge, and an 800 number is provided. There is an annual workshop in Los Angeles that is quite inexpensive and over a weekend. And I am a speaker this year. See <http://in2in.org/> Tom Peters. Tom can be a bit controversial, but some of us conspirators here on the ASQ Discussion Boards fit right in with Tom. He does have a discussion board called "Cool Friends", largely related to his current book. See <http://www.tompeters.com/>
Steve Prevette
ASQ CQE

17638 Re: Re: Re: Update on Membership Changes

Carl Keller

Feb-12-04

Hello everyone,

Just wanted to say, I slept on it in hopes that I would sort things out to my benefit in the end. I thought a lot about my statement: "Maybe I'm overreacting, maybe I'm having a bad day, OR maybe I am RIGHT." And I decided...I AM right! Like Andrew, my membership runs out June 30, I will not renew as a member, associate or otherwise and will not renew my Certified Quality Manager status (due in Dec 2006) ASQ is doing exactly the opposite of what they preach. They are a disgrace. If I can help anyone here with any advice based on my TRUE quality based experience, please don't hesitate to ask. After June, you can contact me by e-mail.

Carl-

17630 Size Does Matter !!!

T. Gourishankar

Feb-12-04

Going by the intense debate over font size, one can certainly conclude size does matter! No wonder Wes Buscey's comments in big font appear more emphatic than the others! I was shocked to see the font size dramatically shrunk on my screen. I felt like an "Alice in a Wonderland" Jokes apart, these days cost cutting and austerity measures are big priorities. But does smaller font size reduce costs? Maybe someone could run an inexpensive(?) 6S project to establish this.

17627 Re: Letter: Justifying a Higher Price

Andrew Nutt

Feb-11-04

Correction....."....this article should be read by ASQ management over an over again."

17625 Letter: Justifying a Higher Price

ASQ Staff

Feb-11-04

J. Freiesleben's article, "How Better Quality Affects Pricing" (February 2004, p. 48), clearly shows what quality economics is all about. Until they really understand these concepts, this article should be read by quality professionals over and over again. In the early 1960s, I had a case history in Portland, OR. This case taught me the quality value concepts. A company team made up of quality, marketing and engineering confired with end products users in their work area, using their company products. They quirried about in-field use (out-of-box) performance of the product. How long it stayed at useful performance without need for use touch up. How long was life before need of repair or wear out, and the like. This new data is beyond disscussions with dealers or information from performance use testing of their own and competors' end products. With this data the company was able to substansially raise its prices and it did not loose customers. This would be a great story if it stopped here. The company now knew the relative value of each performance quality characteristic has for the end user. This added knowledge allows for each characteristic the means to drive research and development effort on a cost benefit bases. When the R&D work has increased performance, the company may increase the price again. The increased performance of design quality and outgoing quality level can be sold to informed users.

William (Ray) Vanderzanden

ASQ Fellow-Retired

Portland, OR

radoray@alveus.com

17622 Re: Re: Proposal for Membership Status Changes

Andrew Nutt

Feb-11-04

I agree 100% with you Wes. These forums should be free and open to the public, (and of course easier to use). I can't think of a better way to generate revenue either, than to showcase the talent of some of our members. I would support anyone as well running on such a platform. Ah well, the dream continues...

Andy 2/11/04

17621 Re: Re: Update on Membership Changes

Andrew Nutt

Feb-11-04

Well said Carl. My membership ends in June and I was debating whether it was right for me to ask my employer for another \$87. If the price is going up, then the decision is easy, I'm out as well. I've been a member for about as long. I've passed the CQE, (which I valued as a certification over the 6S smoke screen), and I've taught the reliability section of the CQE review course a few times. The only value I've been getting from ASQ lately is the support from all of you in these forums. I'll be around until June, and after that I hope to find some of you in another forum some time.

Andy 2/11/04

17617 Re: Re: Update on Membership Changes

Wesley Bucey

Feb-10-04

Wes Bucey, Quality Manager

There's an image that seems to fit here: <i>"We feel like we've been eaten by a pack of wild dogs and pooped over a cliff."</i> Carl is right, of course, that this ridiculous site, the ignoring of members, the unceasing grab for funds to feed a burgeoning cadre of staff, all serve as an embarrassment when a member tries to justify paying for membership to himself or his organization. I'll miss you, Carl. Don't forget the boot is always ready to be recharged with beer.

-Wes Bucey

17616 Re: Update on Membership Changes

Carl Keller

Feb-10-04

To all,

I have been a member of ASQ since 1992. I have been an active member of this forum for several years now. I "Certified" with BSI as a Quality systems lead assessor back in 1994, and even took the ASQ upgrade course for the 2000 revision (I'm not sure why I did though, my original certificate says nothing about ISO 1994, just Quality Systems). I attended the ASQ Quality Conference in 2000. I have been published in ASQ, July 2003. I have served as Program Chair for section 508 2002 - 2003. I just RE-Certified as CQMgr. I have taken at least 6 ASQ classes in the past 8 years. Folks, I am just about done. Between the complete embarrassment of Six Sigma getting time as a legitimate Quality discipline and the way ASQ handles their membership, it just isn't worth it anymore. I am ashamed to ask my employer to reimburse my membership and will not waste any more of the company money. The whole profession is becoming a disgrace and a laughing stock. We can't even run a decent website. The complaints (Other than the ridiculous font size) are nothing new. 3 years ago we were complaining that it was hard to follow threads (among other problems). If the people running things don't have it together enough make a stand and say "No, we are NOT going to support a quality

initiative that has no data to support it, because it undermines the very foundation that Quality is built upon." And they don't have enough sense to open up and LOOK at the website that WE PAID FOR before signing off on it for the website designer, I think I need to find another group to interact with. If you ask me, it is all about MONEY. Virtually every change I have seen the ASQ make was centered in PROFIT. The addition of all the additional certifications is not in response to the membership request, it is a way to get members to take more ASQ classes and tests, and increase PROFITS. ASQ is NOT backing the Six Sigma effort because they believe in the mystical power of the "belts", they created a whole series of courses and certifications for PROFIT. Now, they want to increase membership price and make "associate" members. Do you think they are doing this because they want to serve you better? or for more PROFIT? Hey, ASQ, there is a great article/thread you should read- "Can Quality Prevent Corporate Misconduct?" October 2003. Apparently not, because what is going on at ASQ falls right into the pattern of the article. Maybe I'm overreacting, maybe I'm having a bad day, OR maybe I am RIGHT. I guess time will tell. I just took a new job as an Operations Manager, this may be a good time for me to distance myself from the profession. Best of luck to all.
Carl Keller
CQMgr since 2000

17615 Update on Membership Changes

William Pflanz

Feb-10-04

I have no way of verifying it, but I have heard that the Board has already approved the changes in membership status and dues. The announcement will be made in the next week or so after they decide how to communicate the changes. The increase in full memberships dues is about 33% which may impact whether existing members decide to continue membership or drop to an associate membership. Either way, local sections may have less members than this year. Associate members who are certified may also find out they are no longer on the meeting announcements and will limit their ability to obtain recertifications units for meeting attendance and meeting tutorials plus the opportunity for RUs as committee members or local officers. It is unclear whether a list of associate members will be made available to local sections for education course announcements which may further hinder opportunities for increasing knowledge, attending certification refresher courses and obtaining RUs for education courses. Hopefully our fellow members will choose wisely when they receive their invoice for continued membership.

Bill Pflanz

Section 801

17614 Letter: Quality Department Is First To Suffer

ASQ Staff

Feb-10-04

Debbie Phillips-Donaldson's "Up Front" column in the October 2003 issue about the Columbia shuttle ("A Different Kind of Standards," p. 6) prompted me to write. Was it not the "O" ring on the Challenger shuttle which caused its malfunction? I have been out of mainstream quality for some years now and see from the Oct. 2003 Quality Progress that the quality issues of the early 90s are the same today. It seems we are still stuck with the same problems as written in the excellent articles: "Quality, Not Quantity of Management " by Armand V. Feigenbaum and Donald S. Feigenbaum (p. 44), "One Good Idea: Keep your QMS Implementation on Schedule" by Vivek "Vic" Nanda (p. 104) and "Standards Outlook: Strategies for Improving Business Performance" (p. 87). Is it still symptomatic that the first to suffer downturns in the economy is the quality department and how many companies budget 18% cost of project to quality and recognize that it is money well spent and recoverable many times over. In the November 2003 issue, Dan Reid touches on design in "Standards Outlook: Characteristic Management" (p. 71). He lists five failure modes and customer satisfaction as critical in design activities. Let's have much more on product and process design.

Nolan Spratt

Quality practitioner

custsat@absamail.co.za

17611 Re: Proposal for Membership Status Changes

Wesley Bucey

Feb-09-04

From Wes Bucey, Quality Manager

Well, Bill. I may not like to run for office myself, but I would sure be willing to back you and Steve (perhaps a few others, as well) for national office within ASQ. Your talents may be wasted at the Section level. It seems to me that we have become a staff-driven organization, rather than a member-driven one. The emphasis seems to be on creating more and more sources of revenue to pay more and more staff salaries. I would back candidates with a platform of quality education. I see no reason to keep most of the stuff on our various ASQ websites limited to "members only." I think most of our membership would benefit from more widespread exposure of concepts and techniques to the non-members who hire or don't hire our members to work in their organizations. Actually, it seems to me the more stuff an organization tries to hide from non-members, the more enmity the organization creates with non-members. You can bet your sweet bippy I'll be paying a lot more attention to candidates for national offices within ASQ as a result of being subjected to the tyranny of ASQ staff members. One plank I will certainly look for in any campaign is one that creates a policy of openness and personal accountability with ALL staff transactions. The idea of an anonymous "web services" is antithetical to all Quality concepts. Would you accept a First Article Inspection Report authored by "Inspection Services" or would you like a real person's name?

-Wes Bucey

17610 Proposal for Membership Status Changes

William Pflanz

Feb-09-04

With all of the comments about not listening to memberships on changes within ASQ, I am surprised that no one has said anything about the proposed changes in membership status. In case you have not heard, the ASQ Executive Board is in the process of evaluating the following changes. A new associate membership will be created with a membership fee of \$59 that allow membership to ASQ but not to a local section. They would have access to the online information but not the Quality Progress magazine. The full membership would increase to \$119. They have done a business analysis that assumes section membership will decline by 30% as members go from full to associate. The cost to the section is estimated at a 13% decline in section revenues. There may be a few sections that will need to go out of business due to the section member requirements. The stated reason for the proposal is to increase revenue and reduce costs for headquarters. Steve Prevette should have an exciting year if the proposal passes.

William Pflanz

Section 801

Incoming Chair Elect

17608 Letter:Two Errors in Keeping Current Article

ASQ Staff

Feb-09-04

The "Keeping Current" article "Ford Asks Exec To Solve Healthcare Crisis" (February 2004, p. 18) makes two erroneous statements. First, the reason Ford and other U.S. automobile manufacturers spend thousands per vehicle on healthcare has nothing to do with any national healthcare crisis. Rather, it reflects a shortsighted trade-off in labor relations. Years ago, management won labor peace by agreeing to fund healthcare for retired employees, presumably until they reach Medicare age. Now the companies--and their customers--are paying the price. Second, Ford's claim that private employees (or did they mean employers?) don't bear this cost in countries with government funded medical care implies that governments generate healthcare without extracting taxes from their governed. Sorry Mr. Ford, but you should know that nothing good is free.

Donald J. Mirate, MD, FACS, MBA

Valdosta, GA

drmirate@friendsforvision.com

17606 Re: True Position Article

Lisa Brady

Feb-09-04

Boy! I really have a poor memory! I realized over the week-end that this article was in a different magazine, Tooling & Production, not Quality Progress. Very sorry! -Lisa

17602 Re: Re: Hi, Debbie & Kristin

Wesley Bucey

Feb-06-04

From Wes Bucey, Quality Manager

Move on to what, Steve? If a machine starts turning out non-conforming material, do we just ignore it and move on? In my shop, we look to the root cause and institute Corrective Action. Why is this issue (set of issues) with ASQ any different? What do we have to do to get a "champion" <i>(to borrow hated 6S terminology)</i>? My tolerance is VERY low for "gobblespeak." You, Steve, are a respected author and public presenter on Quality issues as well as an elected Section Chair <i>(an ideal model of a Quality Professional)</i>, yet you receive less consideration from the ASQ staff in corrective action on the NCs you list than the homeless person who sleeps in the alley behind the building on Plankinton Avenue. It just seems completely counterintuitive to me that ASQ treats its members this way.

-Wes Bucey

17600 Re: Hi, Debbie & Kristin

Steven Prevette

Feb-06-04

I have invoked my "status" as chair-elect of Section 614, and a person published on page 60 of QP to spend quite a bit of time on the phone today. I did talk to Neal at Web Services. I honestly believe they are attempting to do the "right thing", but are as hamstrung as Edwin was. They are going to "follow the data", and the small font size was a response to pleas by users of 800 by 600 screens to fit the page on one screen, and also to "not leave so much white space". They state some people are happy with the change. I did talk to a customer service rep and left my litany. Neal suggested I talk to Pat Corkran of "Community Care" and Susan Chapman of "Community Development". Neither are in, as there are major board meetings occurring at this time. Pat's voice mail sent me to Lisa Thrasher, and I did talk to her. I don't think I set her off on a good start for her weekend. I gave a long litany as not only an incoming section chair, but also as an outgoing section chair. The list includes: Living Strategy - NO response by anyone at ASQ on the "conversation" that is supposed to occur on the main web page Six Sigma - You all know my rant by now. AQP merger - I got majorly "burned" the last time I was Section 614 chair by the AQP merger and all its outfall. That is a whole nother long story. Certification Exam Prices - why were they increased? They are out of reach of members who don't get corporate reimbursements The voodoo statistics behind the oft-printed Customer Satisfaction Data. Still no two-way conversation, even with a letter to the editor of QP dutifully published. And of course, the Discussion Boards. On the good side, there is QP and the opportunities it offers. I do believe my local section can offer

value. But national is NOT HELPFUL to small sections such as my own. My general theme is that There is no Two-Way Communication occurring with those of us members "out in the sticks". I will report back on any further details. I really do suggest we move on to other things.

Steve Prevette
ASQ Section 614 Chair-Elect

17599 Hi, Debbie & Kristin

Wesley Bucey

Feb-06-04

From Wes Bucey, Quality Manager

Hi, Debbie & Kristin,

You might take note: Frequently, oppressed people resort to sabotage and other acts of civil disobedience when their cries for justice are ignored. I consider it a Quality matter when the basic tenet of modern Quality theory ("customer satisfaction") is blatantly ignored. It is nearly intolerable when the folks doing the ignoring work for the ASQ. The folks who sit idly by while others damage the organization by their activity (and inactivity) are, in my opinion, as guilty as the perpetrators.

-Wes Bucey

17598 Re: Re: Re: Re: Re: Re: Font size

Wesley Bucey

Feb-06-04

From Wes Bucey, Quality Manager

I think an appropriate "reward" for Web Services would be to confiscate all current computer hardware and reissue internet compatible cell phones. They should be able to read everything very well on those two-inch screens!

-Wes Bucey

17597 Re: Re: Re: Re: Re: Font size

Carl Keller

Feb-06-04

Yeah, I hear ya man.

They are oppressing our font size!, Telling us our voices are too small to be heard..man! All we are asking is to have the freedom of expression in quality ... man like like ... don't keep us down man. ... we're like people man ... ya know what I mean? GEEZ my eyes hurt! I have to call my attorney, I think I have a case.

Later,

Carl-

17592 Re: Re: Re: Re: Font size

Wesley Bucey

Feb-05-04

From Wes Bucey, Quality Manager

Carl, are you suggesting something like Kent State? Let's make sure we have plenty of press around - my grandchildren need to see that the old guy isn't just spinning tales from "olden days." The question is: "Are the rest of the readers worth my being a martyr to some jack-booted tool of the entrenched power?"

-Wes Bucey

17590 Re: Re: Re: Font size

Carl Keller

Feb-05-04

I maintain that posting on multiple sites IS proper etiquette, PROVIDED the subject pertains to each of those sites (which in this case it certainly does) If Wes would have posted on the "General" forum only, I would have never seen it because I do not frequent it. As far as sit in's, I'm with Ya! But watch out for those National Gaurd guys, they really know how to ruin an otherwise nice day!

Carl-

17589 Re: Letter: Article Reflects Outdated Practices

Wesley Bucey

Feb-05-04

From Wes Bucey, Quality Manager

I echo the comments by Ayhan Akcar. <i>Quality Progress</i> articles are supposed to be under peer review before publication. Certainly, I don't expect the same rigor of review as for an article in <i>Nature</i> or in the AMA <i>Journal</i>, but I do expect the articles to jibe with "dogma" as taught in our ASQ courses and contained in the Body of Knowledge. When articles are at odds with that dogma, then there should be a disclaimer in a sidebar up front, explaining the divergence. This just may all be an outgrowth of folks seeking to satisfy auditors, rather than customers and business purpose!-Wes Bucey

17587 Re: Re: Font size

Wesley Bucey

Feb-05-04

From Wes Bucey, Quality Manager

Yep, Larry, I sure do.

But I'm in the mood for a little civil disobedience. I spent a lot of time in sit-ins during the 60's. Anyone in the mood to join me in Milwaukee for a little sit-in?-Wes Bucey

17585 Letter: Article Reflects Outdated Practices

ASQ Staff

Feb-05-04

The article by Peter Pylipow in the November 2003 issue of QP ("Top 10 Tips for Shop Floor Audit Readiness," p. 52) reflects the audit practices of 30 or so years ago. In the article, the activities are audited clause-by-clause and activity-by-activity for individual tasks. This is against the current ISO 9001:2000 requirement for a QMS of linked processes which interact with one another: Audited activities should be treated as processes with inputs (from suppliers), process steps, and outputs (to customers), all planned, implemented, monitored and controlled in accordance with established PDCA mechanisms. There is not a single reference to customer requirements, customer satisfaction: How does the shop floor know and assure that they are meeting customer requirements? In the article, auditor asks about the 'maintenance' procedure, 'operating' procedure, which are not required by the new ISO 9001. Only six written procedures are required, the rest of the QMS should be 'documented' (in the form of flow charts, process maps, checklists, schedules, control charts, etc.). Obviously one can have as many procedures as one likes, but the ISO 9001's intention is to reduce the nonvalue adding paperwork. Continual improvement in the shop floor processes is not addressed:

Quality/business policy_Goals/Objectives_Data collection &

analysis_Audits_Corrective/Preventive Action_and Management review is the

improvement loop/cycle that should be audited (how does the shop know that they are achieving the company goals?). Finally, the early part of the article explains that how strenuously they studied the standard in order to come up with 10 most important audit items which will meet the standard/ registration. Doesn't this company have its own quality policies, plans, objectives/goals, against which the shop is audited? What is the use of meeting the standard when you don't know whether you are meeting the business's objectives or not? "Top 10 Audit Items for the Shop Floor" may be adequate for registration. But identifying and improving three to five key/critical business processes, which will satisfy the customer better, may help the company survive in the long run.

17584 Re: Font size

Laurence Thayer

Feb-05-04

Wes, of all people you should know better than to post on multiple sites.

17583 True Position Article
Lisa Brady
Feb-05-04

I need someone with a fantastic memory! I cannot find an article from a past issue of Quality Progress that I believe was either from 2003, possibly 2002. It pertained to capaility and the myth associated with true position. It had pictures showing graphs with dots showing what your true tolerance was with a true position callout. Does anyone remember what issue this was in? I can totally picture the article, just cannot picture the cover of which magazine it was in. Thanks, Lisa

17579 Re: Font size
Carl Keller
Feb-04-04
Considering the state of the rest of the site, it is a "small" problem.

17578 Re: Font size
Richard DeRoeck
Feb-04-04
YES.....I thought it was an eye test!

17573 Font size
Wesley Bucey
Feb-04-04
From Wes Bucey, Quality Manager
Does anyone else think the font in the "new, improved, ASQ web site" is too small?
-Wes Bucey

17561 Faster Test Results (January 2004, pp. 33-39)
Robert Reip
Feb-03-04

This article was in the area of Six Sigma. I may have missed something, but I have a problem following the logic of the authors. In an early paragraph, they stated a test time of 36 hours would be a defect (USL), and an average of 24 hours would meet expectations. At the end, they achieved an average of 32 hours, and, "The project was deemed a success...". With a standard deviation of 9, it appears that their defect rate is 33%. I've been retired awhile, but I don't think statistics have changed. I commend the authors for the improvements made, but I hope they aren't telling the patients they have done something that meets the ideals of "Six Sigma".

Bob Reip, Fellow (Retired)

17560 Re: Re: Re: Six Sigma Stigma

Carl Keller

Feb-03-04

Wes,

I use to take a look once in a while, but decided not to bother. They were at the same level of thinking as the Chuckleheads on the Elsmar Cove forum. They were not the sharpest tools in the shed and when they started making statements that they could not back up with objective evidence and data, I decided my energy was better spent where I could make a point and be heard as well as be humbled by my peers some of the time. Heck, I'll give it a shot though, you never know what kind of entertainment may come out of it! See you over there!

Carl-

17559 Re: Re: Six Sigma Stigma

Wesley Bucey

Feb-03-04

From Wes Bucey, Quality Manager

I'm curious, guys and gals. Are any of you going over to another Forum within ASQ: <http://www.sixsigmaforum.com/> to interact with the so-called 6S crew?

The names I see attached to posts over there are not familiar names on our Boards here. Just a thought - Why not beard the lions in their own den? Incidentally, some of the posts over there are pretty shallow. A heretical topic like this one may stir their moribund bones.

-Wes Bucey

17558 Re: Six Sigma Stigma

Carl Keller

Feb-03-04

Interesting. Who would have thought such heresy might be true?
Carl-

17555 Six Sigma Stigma
William Pflanz
Feb-02-04

Industry Week has an article on Six Sigma that questions the paper mills that are creating Black Belts and suggests its decline as a management fad. In particular it comments on the fact that not all black belts are equal unless they are serious practioners of continual improvement and statistical thinking. I am including the website address so you can read the article for comments. Let me know if you have trouble finding it.

<http://www.industryweek.com/Columns/Asp/columns.asp?ColumnId=993>

William Pflanz
Section 801

17538 Letter: No Such Thing as Qualitative and Quantitative Methods
ASQ Staff
Jan-28-04

First, I would say I am empathic toward the points Irena Ograjensek and Poul Thyregod make in "Qualitative vs. Quantitative Methods" (January 2004, p. 82). However, I believe the title of the article is technically and literally wrong. My research of statistics books such as Juran's Handbook, fourth edition, and other statistical texts indicates there are no such things as qualitative and quantitative methods. There is qualitative and quantitative data, research, assessment and chemistry, but no qualitative method. I am open to new ideas and perhaps this is something new I can learn about, but no step-by-step methods were described in the article. Second, the authors never reference qualitative methods in the article. Looking at the title, I was hoping to learn about qualitative methods, too. I do not disagree with the literary use of `quantitative methods? to collectively describe methods such as statistical methods. However, I think the title was misleading, nonsensical and should not have been used.

J.P. Russell
QualityWBT Center for Edu.
Gulf Breeze, FL
JPR@jp-russell.com

17519 Re: Re: Six Sigma Theory
William Pflanz
Jan-24-04

Steve,

The ASQ certification does not require that you work for a company that is Six Sigma. The requirements are much like any of the other certifications except that you must present a signed affidavit for a project that uses the Six Sigma body of knowledge. The 1.5 Six Sigma shift concept has become a mantra that is repeated over and over but is really a minor issue in implementing Six Sigma. Sometimes I think it is put in every article about Six Sigma as a buzz word to demonstrate technical knowledge not any real application. Motorola included the shift since it was something they noticed with their process. I don't believe they ever intended it to be applied everywhere. Six Sigma does not exclude SPC but it did get buried in all of the hype. Correct me if I am wrong but the 3 sigma limit is normally used on the control chart to detect outliers or shifts in the process that should be examined so as not to over-react to every change in the data and waste resources. Using cost benefit analysis, what is the economic value of going to Six Sigma (with or without the shift) if it is of no value to the customer or costs more than the benefit to achieve? I have yet to read of a Six Sigma project that reached that defect level. I doubt if anyone of us will see it very frequently if at all due to the complexity of the root cause analysis and its cost. Deming was a talented statistician with a very humanistic view of the responsibilities of management. If we had more practitioners of his ideas, the world would probably be a better place to live and work.

William Pflanz

Section 801

17516 Re: Re: Re: Re: Letter: Bible Does Not Support Six Sigma Theory

Wesley Bucey

Jan-23-04

From Wes Bucey, Quality Manager

High praise for Carl, indeed, Mike. Mr. Pareto Head is sometimes the only good thing about opening an issue of Quality Digest.

-Wes Bucey

17513 Re: Re: Re: Letter: Bible Does Not Support Six Sigma Theory

Carl Keller

Jan-23-04

Mike,

Thanks! When companies start catching on that the numbers are all fake, maybe we can do something about the Six Sigma flight from Egypt, with Pontius, the pilot! You can catch my stand up on Saturdays at the

Carl-

17512 Re: Re: Letter: Bible Does Not Support Six Sigma Theory

Mike Crossen

Jan-23-04

Carl,

Not bad! Next time I need some material for the comic strip I'm calling you.

Mike Crossen

17511 Re: Re: Six Sigma Theory

Carl Keller

Jan-23-04

Bill and Steve,

Nice responses. I would like to point out however that there is no standard that requires a project and several "schools" are now offering Black Belts without the project at a minimal cost (\$5,000 - \$10,000) The club is becoming not so exclusionary due to what I saw very early in this sham, a complete lack of standardization and absence of integrity in the reporting of the payback on investment.

Carl-

17510 Re: Six Sigma Theory

Steven Prevette

Jan-23-04

Good message. As a Deming supporter, I would like to point out: Dr. Deming shared his ideas. He was very prolific, and held what I would say are reasonably priced training sessions. IN2INThinking is carrying on the tradition, with a very reasonably priced conference in April. Dr. Deming was firm in his ideas. But if asked questions like "must I implement all 14 Points", the response would be - sure, start with those that you have listed - you will discover the need for the rest. You were to think for yourself. There is no "instant pudding". I feel the fundamental dangers of Six Sigma to the quality community are: 1. It is exclusionary. You can only be a "black belt" if you lead a "six sigma" project. Which generally means your company must be six sigma. Very parochial. In comparison, ANYONE is allowed to take the CQE. 2. Much of the Six Sigma theory is held very close to the chest. Note the lack of open, technical discussion on the 1.5 sigma shift. For that matter, note the lack of open discussion at all. If you dissent with six sigma, you are shunned by the private club. 3. In ASQ Chairman Liz Keim's speech in Korea (found at

http://www.asq.org/portal/page?_pageid=33,39211,33_39258&_dad=portal&_schema=PORTAL&in_url=/news/index.html) she states "Using more statistical analysis, we see the move from statistical process control methods to Six Sigma, a methodology for statistical problem solving." This seems to imply that the SPC is inferior to Six Sigma!!!! With out of control quotes like that, how is a person who has been excluded from Six Sigma supposed to respond???? And that is the issue - ASQ continues to compete, not cooperate, with the body of CQE's who are its members. How long must my membership money go to support a program which is of a negative impact to my own career????

Steve Prevette
ASQ CQE
ASQ Section 614 Chair Nominee

17509 Six Sigma Theory
William Pflanz
Jan-23-04

Here are some of the issues that I repeatedly encounter on Six Sigma and my thoughts on them. Six Sigma is not new and is just a way to make money for consultants. Both are probably true but is that any different than TQM, ISO 9000, or even Deming supporters? Before and after Deming's death, there were a number of books and conferences supporting and teaching his theory even though not everyone in the quality field agreed with him. Six Sigma theory can be insufficient or is not applied appropriately by its followers. Again probably true but not any different from other quality concepts and techniques. With all of the available books and training on control charts, it is not that difficult to find examples of misuse. Six Sigma implies the other theories were wrong or insufficient. Deming, Crosby, Juran, etc. all had beliefs of their own and did not necessarily support each other. Many quality professionals sorted through the theory and techniques and chose what they believed worked best even if it meant taking a little from each. For those quality professionals who are gainfully employed, especially for long periods of time in their company or industry, Six Sigma may not provide anything new or valuable. For those new to the profession it would probably be a mistake to rely only on Six Sigma books, training and conferences. Some even become Black Belts but are not quality professionals. And there are some quality professionals who become Black Belts. Unfortunately, if you are unemployed and want to stay in the profession, a Six Sigma classification can open more doors than other quality concepts and theories at this time. Note that I said at this time. If you are employed and your company wants to join the Six Sigma crowd then you may have to join also or be one of the unemployed (see the previous sentence). ASQ has taken an interesting approach. They publish a lot of articles that are labeled as Six Sigma but are no different than previous concepts and techniques. Their certification test for Six Sigma Black Belt could probably be passed by any CQE with minimal study. Does that make you a better quality professional if you pass? Probably not but it may make you more employable if you are looking for a job.

William Pflanz
Section 801

17504 Re: Letter: Bible Does Not Support Six Sigma Theory
Carl Keller
Jan-23-04
Here's my metaphor: Six Sigma "The land of bilk your money"
Carl-

17498 Letter: Bible Does Not Support Six Sigma Theory

ASQ Staff

Jan-22-04

It seems the author of the article on the Six Sigma approach had all the wits mixed up (Rick L. Edgeman and David Bigio, "Six Sigma in Metaphor: Heresy or Holy Writ?" January 2004, p. 25). Although he tried to use old testament story to support his thesis about Six Sigma philosophy, it did not pan out. He did not understand the issues in the Bible, and I am afraid he also does not understand the significance of Six Sigma in business. The issue in the old testament was related to the fact Moses, as being a visionary and good business manager (he gained quite a bit of experience running family construction projects as being Pharaoh's adapted son), did understand there is no way his people could just storm the bastions of the tribes controlling the holy land, even if Caleb and Joshua had a different opinion. He needed time to regroup and train his people methodically in strategy, methodology and skills in order to achieve the goals. This required 40 years and at least two generations (most of the people in the new generation had different experience than original exodus participants, with no slavery stigma and were toughened by nomadic life in an adverse environment), while gaining a new outlook and abilities. This is in contrast to the approach preached by Six Sigma high priests and their followers. It sounds more or less as - train your people and almost overnight the business will do better. This was not said explicitly, but many of the business leaders tend to think this way, since this is what the companies that provide Six Sigma implementation services try to sell. Six Sigma became a moneymaker for such service providers more than return on investment to companies instituting it. Some of the Six Sigma preachers are also quite dilettante in the subjects they preach and confuse the general public even more. At the end of the day, Six Sigma is just a tool box and a true engineering or manufacturing or service professional has to use the proper tool from the box for the task on hand. As a matter of fact, it would be beneficial for all the elements of Six Sigma to be taught in school, i.e. technical colleges and universities, as well as part of MBA programs. It is as fundamental as electronic circuit design rules or mechanical design methods or business management and control aspects. This would remove the aura of a magic from Six Sigma, and many of the current preachers would lose their grip on the industry. I myself am actively involved in teaching the aspects that are usually included in Six Sigma programs to students of different institutions in Ontario as part of an industrial engineering curriculum. Unfortunately, all the initiatives have limited value and have only so much life and breath as they contribute to the value added activities. The industry itself will decide what part of the Six Sigma or total quality mumbo jumbo will live and what will die.

Isaac Glick

TechServ

Concord, ON

iglick@idirect.com

17492 Re: Re: Re: Six Sigma In Metaphor: Heresy Or Holy Writ?

Claire Jones

Jan-20-04

I just read the electronic version. I love metaphors and allegories and parables. Really clever ones can have more than one meaning. (How's that for ulterior motive?) I agree William Pflanz. Josua and Caleb were held up as examples for the rest of us. The other 10 were shown to be unmentionables for their behavior. I agree that the author seems to have decided that Six Sigma is not among the 10. Indeed, by the end of the article, they state that the Promise Land is a.k.a. Six Sigma. The authors, incorrectly, speculate that the tribes wandered for 40 years because of the reports from the 10 cowards. Of course, that is false. They wandered for 40 years because "the Lord" knew that the older generation had to die away before possessing the Promised Land, else they bring all their old beliefs and "baggage" into a new place. Proverbs says that you can't put old wine into a new skin, or vice versa. The authors say that, "...Moses recognized the distinction..." Of course he did not. The apportionment of the Promised Land is one of the rare uses of Probability (and Lotteries) that "the Lord" sanctioned. Lots were drawn for the various parcels. I have resisted Six Sigma for 5 years. Even my old College professor capitulated to it. He claims that no one was calling for consulting about Deming after 1998. Who says that Six Sigma is not a Fad? He recommended Forrest Breyfogle's Implementing Six Sigma. It is as big as Juran's Handbook. Daunting, to say the least. I use it as a reference....not a door-stop. I bet that Mika is laughing all the way to the bank. I went to Ball State at the same time as Mika; even in the same College. I never knew him. I, also agree with Steve's comment about Six Sigma being exclusionary. Is "My way or the Highway" exclusionary? Is there only room for true believers? Certainly, Deming had them. My afore-mentioned professor was one. But! Deming's system made good common sense; and, most importantly, it worked when used correctly. "Therein lies" the rub. It did not come with Warranty disclaimers about mis-use, and Fitness for a Particular Purpose. Who remembers the tale of The Emperor Has No Clothes? Now, before we get ribald, please remember that this is a family magazine. The reaction of the King being told by a stripling was to boil him in oil for causing embarrassment. As for the future? Deming might say that it is up to Chance. Mika would say that we make our own luck. If Six Sigma gets managers and executives to use and think statistics to solve problems then I think it is good. If Six Sigma fails in a project and "turns off" management about improving processes then I think it is not good. Is Six Sigma just Deming with a "Spin"? It is of interest to note that neither Deming nor Harry created any new techniques, they just re-packaged existing formulas and methods. Deming made his first "splash" during WWII. His message was "drowned out" for 30 years while the U.S. wandered in the wilderness of "Get it out the door, stupid. No matter What!" Like the Isrealites -- just enough time for the older dinosaurs to die off. Lucky for us he was rediscovered by Lloyd Dobbins. I wonder if Mika will suffer a similar fate? That will surely tell the truth about which is "gospel" and which is "fly-by-night."

17480 Letter: Impressive Six Sigma Feature Article in Jan. 2004 Issue
ASQ Staff

Jan-15-04

I was really struck by the well-written article "Six Sigma in Metaphor: Heresy or Holy Writ" by Rick L. Edgeman and David Bigio (January 2004, p. 25). I disagree with some of the article but that is unimportant. I just wanted to pass on how impressed I was by the article.

Daniel Stephens,
QA Manager
Turtle Mountain, Inc.
daniel@turtlemountain.com

17475 Re: Re: Six Sigma Mambo

Steven Byers

Jan-13-04

| Nice to hear from you, Davis. Any plans to speak or teach on the west coast?

Steven Byers

Olympia, WA

17465 Letter: Chart Should Match Text

ASQ Staff

Jan-12-04

I really enjoyed the article "Match the Change Vehicle and Method To the Job" by Jean Harvey (January 2004, p. 41) and Table 1 (p. 47) is particularly good. However, if you had used the colors the author indicated in the text it would have been even better since the colors green, yellow and red would have indicated at a glance how good the match was rather than having to look at the key. The failure to change the text to match the changed colors in the printed table says volumes about an organization devoted to promoting quality.

Robert Zimman, CQA, CQIA

rzimman@anteon.com

ASQ 0511

Chair-Elect

17464 Letter: Business Objective Converted Into Program

ASQ Staff

Jan-12-04

While reading "The Six Sigma Mambo" by Mike Carnell in the January 2004 issue ("3.4 Per Million," p. 87) I was reminded once again of Bob Galvin's keynote speech at the Milwaukee ASQ conference more than a decade ago. His focus was on improvement. Describing how his business (Motorola) arrived at a conclusion that quality was not to an acceptable standard he went on to describe how company wide measurement of

performance established a baseline. 'This is where we started'. Global 10-percent improvement targets were then set, to be achieved within 3 years, (which were met, if I remember correctly, within two years). This process was repeated again and again. At the time of his address the current performance objective was 3.4 /million (6sigma). There was no talk of a '6sigma program', and training was conducted only as a business response to a need - 'people are trained to meet a training need, and when that training can be put to use'. He added that training cost the business nothing. By matching the training to a need the improvements in performance returned benefits that recovered the costs 'in the quarter they were incurred'. So, following on from "The Six Sigma Mambo," it seems clear that we have once again converted a business objective into a program, spending money on training we probably don't need and certainly can't justify, and worse still demonstrating to any discerning observer that management can find resources for the latest fad when they are unable to fund a replacement for the broken window.

Ed Bones

MASQ

edwb@dsl.pipex.com

17460 Re: Six Sigma Mambo

Davis Balestracci

Jan-10-04

I agree. The article was excellent! Four points alluded to that I wish to make more formal are: 1. Put focused management attention on ANYTHING and it will improve. A lot of alleged eye-popping "savings" attributed to Six Sigma were merely getting rid of CURRENT levels of waste--This rate will NOT continue! In paraphrasing a saying attributed to Deming, "All you've done is get your processes to where the hell they should have been in the first place. That is NOT improvement!" [I HIGHLY recommend that anyone interested in Six Sigma read Brian Joiner's brilliant book "Fundamentals of 4th Generation Management." It PREDATES America's obsession with Six Sigma and is virtually identical without the "Ninja mystique." Nothing but good, SOLID theory...and reads like a novel. I had a friend totally confused by her Six Sigma Black Belt training and I told her to read it. She rolled her eyes at me and a week later exclaimed that she had read it in one weekend and Six Sigma finally made sense!] 2. Speaking of Deming, Funnel Rule #4 is alive and well! 3. Statistics is the ART and science of COLLECTING and analyzing data. I cringe at a lot of the "legalized torture" that passes for Six Sigma statistics training. 4. Benchmarking is the ART of asking questions. If any of you have seen Monty Python's "Life of Brian," I am reminded of the Sermon on the Mount scene where one of the Pythonites holds his ear with a puzzled look and asks, "Blessed are the CHEESEmakers???" To which his colleague replies to the effect, "Well, really, what he's referring to are all manufacturers of dairy products." And so Six Sigma goes...

Davis Balestracci

Chair, Statistics Division

17459 Re: Re: Six Sigma In Metaphor: Heresy Or Holy Writ?

William Pflanz

Jan-09-04

Ignoring the creativity of the metaphor, the real problem I noticed with the article was that the authors were biased in what Caleb and Josua represented. Biblical history says that Caleb and Joshua were the two out of 10 that were right and found the promised land. The authors have already written history and have determined that Six Sigma is the equivalent of Caleb and Joshua. Their goal was to spy out the land of Six Sigma and bring back a report. Although they claim not to rank the tribes i.e. the various quality sects, their article does just that by reporting that Six Sigma is a land flowing with milk and honey. Spies, whether intentionally or not, can write false reports. If Six Sigma stands the test of time, they may be right or we may find out that we were there all along. It is always interesting to go visit other lands even if you don't want to settle there and you can always learn something new while you are there.

Bill Pflanz

Section 801

17458 Re: Re: Re: Six Sigma - A False God?

Steven Prevette

Jan-09-04

"on the path of achieving balance", I do agree we aren't there yet . . .

Steve

17457 Re: Re: Re: Six Sigma - A False God?

Richard DeRoeck

Jan-09-04

[For a rigorous/technical evaluation of 6S I recommend reading Don Wheeler's latest article "THE SIX-SIGMA ZONE" on his website www.spcpress.com

Rich DeRoeck

17455 Re: Re: Six Sigma - A False God?

Wesley Bucey

Jan-09-04

From Wes Bucey, Quality Manager

I agree we, as a profession, have backed off the "holiness" of 6S. I vaguely recall one of my earlier posts and ensuing thread *<i>"The Placebo Effect" - Wes's New Quality Theory</i>* in the Current Events Forum (oct 15, 2002), wherein we Demingites decried the "magic" surrounding 6S. I do not agree, however, that we are anywhere near "balance." I continue to see job listings for 6S Master Black Belts which seem to imply "miracle worker" status (and pay) for 6S MBB. In the 20's, 30's, 40's, and 50's - this

status was conferred on "efficiency experts." The original book, *Cheaper By the Dozen* was a hagiography of efficiency expert Frank B. Gilbreth, Sr., written by his son and daughter. Upon a careful rereading, we might all see the similarities between Mr. Gilbreth and modern 6S MBB folk. (especially some of the absurdities!) It seems to me that all those "efficiency experts" were also "hit and run artists."

Wes Bucey

17453 Re: Six Sigma - A False God?

Steven Prevette

Jan-09-04

I thought I would bring forward this message from last year's Six Sigma QP issue. I think we are seeing a backing off of the "holiness" of Six Sigma. This year's QP actually was much more balanced in its approach to Six Sigma, and did seem to include some apparently dissenting opinions, though maybe what I am assuming was humorous sarcasm was actually someone's real attempt at making Six Sigma the holy writ. My conclusion is that ASQ is continuing on the path of achieving balance. Next we'll have to see if June is made "Six Sigma Month" again.

Steve Prevette

17450 Re: Re: Six Sigma In Metaphor: Heresy Or Holy Writ?

Carl Keller

Jan-09-04

Wes,

Don't worry, I'll use someones boot if I lose control. I can't wait for the part where the almighty sigma creator makes lightning bolts fly from the sky and etch the Six Commandments in a couple of flat rocks! Guess we have to wait for chapter two.

Carl-

17449 Re: Six Sigma In Metaphor: Heresy Or Holy Writ?

Wesley Bucey

Jan-08-04

From Wes Bucey, Quality Manager

I hadn't received my print copy of January, yet. Carl's comment spurred me to read it in electronic form at asq.org. So tell me, folks. Is the print edition printed in nice purple ink to go along with the purple prose? Are we "spies" from the ten unfortunate tribes forever locked out of the land of milk and honey? Are we doomed to forever walk behind the camels of those "brilliant spies" who found it a simple matter to take over the land of milk and honey? Strange as it seems - 3,000 years later, the descendants of those two spies still haven't managed to completely control the territory. <i>Did I miss something in the story?</i> Maybe we need another

metaphor. Carl may embarrass himself and the profession if all that laughter causes loss of bladder control. Me - I'm keeping my portable urinal and burp pan close at hand because that laughter is sure contagious.

-Wes Bucey, Quality Manager

17447 Six Sigma In Metaphor: Heresy Or Holy Writ?

Carl Keller

Jan-08-04

Six Sigma In Metaphor: Heresy Or Holy Writ?

by Rick L. Edgeman and David I. Bigio

Hahaha! Stop! You guys are killin me here!

17445 Six Sigma Mambo

David Dezwaan

Jan-08-04

The article by Mike Carnell in the January issue of Quality Progress "The Six Sigma Mambo", is excellent! I could relate to many of the examples he gave (including dancing lessons!), and agree with the conclusion he reaches. Look at your own company and do what you do best; empower your people to excell, and much of what six sigma promises to do will take place as a result.

David DeZwaan

Section 1001

17441 Re: Re: Re: Letter: Clear Explanation of Split-Plot Designs

Scott Kowalski

Jan-07-04

Thank you to everyone for the comments on our article. We are in the process of writing a follow-up article that will help explain the analysis. As Michael has pointed out, it mainly involves a replicate column and some nesting. We hope to have the article done by the end of the month and QP has said they will try to get it published quickly.

Scott Kowalski