



Newsletter
Northwest Indiana Section 1011
P.O. Box 705 Griffith, IN 46319

January/February 2004

Mission Statement

ASQ – NWI Section 1011 seeks to align the diverse skills of its members into a high-performance team committed to the advancement of quality in personal, professional, and social contexts by providing opportunities to acquire relevant knowledge through social programs, training sessions, and formal instruction.

From the Editor:

With the hectic holiday season behind us, it's now time to get back to business! I'd like to start with a special Thank You to Mr. Dave Shadinger from the LaPorte Hospital. He gave a wonderful presentation, containing a wealth of information on men's health, including preventive actions, to educate today's middle-aged male on "How to Outlive Your Wife".

Likewise, I'd personally like to thank those of you who chose to attend the section Christmas Party. It was good to see and celebrate the holiday season with all of you.

The section would like to welcome our two new members – Thomas DeLaFosse and Kathleen Krachinski. Let's all be sure to welcome these two at our upcoming meetings and events.

A few Congratulations are in order as well. We have several members who achieved various certifications over the past few months. In October, Christopher Hawkins passed the CMI exam and in December Scott Markovich and Keith Poole passed the CQA. Congratulations to all of you!

In this issue of the newsletter, you will find information on our February dinner meeting. Family Express will be providing a presentation on Quality in a service environment. Dinner will be FREE for all members, making this a perfect opportunity to come out and meet your fellow section members.

The section is still in need of volunteers willing to donate a few hours of their time to help out with the certification refresher seminars. This is the perfect opportunity for those of you who would like to volunteer, but cannot commit for an ongoing period of time. More information, including contact information is available in the body of the newsletter.

Jennifer Hendricks



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Section Meeting

Quality in Service

Thursday, 19 Feb 2004

6:00 – 8:00

Rodney's Sports Bar and Grill
(2833 Highway Avenue, Highland, IN, 46322)

Agenda

- 5:00 Meeting Room Open – Cash Bar
- 6:00 – 6:45 Dinner – Buffet Style
- 6:45 – 7:30 Presentation
- 7:30 - 8:00 Networking

A guest speaker from Family Express will make a presentation on delivering quality service in the highly competitive gasoline sales/mini-mart arena. The presentation will include information on measuring customer satisfaction and responding to customer expectations and needs.

Cost of dinner meeting and presentation:

Free (\$10 for non-members)– register on-line (limited to 50 people)

Reserve on-line at www.asq-nwi.org



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Certification Training

At a recent Section Executive Meeting the topic of certification preparation courses was brought to the table. The ASQ and our NWI section realize the importance of certifications and on-going education and training. Based on survey results, member inquiries, and the large number of certifications held by members of our section, it is evident our membership recognizes the importance of training and certification also. Last year we offered a Certified Quality Engineer refresher course and we struggled to almost meet the minimum attendance for the course. Several people that attended came from as far as South Bend and Mid-Illinois. The feedback we received from the participants was positive and that early Saturday morning drive was worth the time and effort to them.

The original suggestion was to plan a Certified Quality Auditor preparation and refresher course. After more discussion, we decided to explore having a cafeteria style of mini-sessions that would be useful to a range of certifications, or useful just as a stand-alone topic for people that wanted to attend.

An example of a common topic is corrective action. Corrective Action is covered in several bodies of knowledge to varying degrees and is a required ISO-9001-2000 procedure. A mini-session on CA would be useful to people preparing for the CQA, CQE, CSQE, and the CRE examinations. It would also be very useful to many people in their work even if they were not pursuing any type of certification. Another example of a common topic is use of the basic quality tools.

Years ago the section used to conduct its own refresher courses with the instructors being section members with expertise in a certain area. Considering the number of CQA's and CQE's we have in the section and the wealth of work experience available, it is surely possible that the section could put together a matrix of sessions that would be useful to many people.

If you have any interest in planning, scheduling, arranging, or conducting any portion of a block of sessions please contact:

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Merrillville, IN 46410

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Quality in the Real World
By Dan Kelley

The last newsletter had two articles from section members sharing their experiences in the quality field. Both were interesting, and at such opposite ends of a spectrum. Keith's article brought back memories of the excitement of being involved an ISO implementation for the first time. An implementation only happens by working with co-workers toward a common set of goals; improve processes, address gaps, learn how a system can work for the company and its employees, and a registration that marked the end of one thing and the beginning of something much bigger. And after the excitement is over, and the understanding sets in that it is an on-going struggle to maintain the improvements let alone live a life of continuous improvement, some things evolve into situations just as Paul described.

Why things turn out the way they do probably goes right back to the beginning (the easy way out usually leads back in – Senge, The Fifth Discipline). While the reasons companies pursue quality initiatives are as plentiful as there are companies pursuing the initiatives, a few basic reasons always seem to surface. Improved customer satisfaction is usually the rallying cry, but the real underlying issues haven't changed much from before the 1980's and 1990's when quality became the thing to do. First of all, we do it for money. Let's face it; if there's no money in it, it is not worth doing. Then, if there's enough money around and money is really not an issue, then we do it to stroke our company and personal egos. Another reason to do it is so everybody will just do their jobs right and make all the problems would go away so things will be better. These are just three basic reasons, and very good ones at that.

About four years ago I got really interested in the Baldrige Criteria for Performance Excellence. What I really liked about the criteria was balanced approach to meeting the needs of all concerned stakeholders. It is good that a company makes money, that's how we keep the doors open, our 401k's grow, and other good things happen. It is good that we feed the company and personal egos, those become our source of pride and commitment. And it is good that we all do our jobs right and to the best of our ability. The Baldrige Criteria recognizes that there are many good things; we just need to identify what they are and achieve a balance of good things.

When the draft of the current ISO QMS standard became available I read it and became both excited and concerned. The excitement was because it was the next step. Now to maintain a registration a company had to start setting measurable goals and objectives across a variety of areas. The proposed changes also required more involvement and commitment at the top management level – harder issues, decisions, and measurable objectives at all relevant levels of the organization (which includes the top level). My concerns were based on two issues. First, many of requirements so strongly stated in the 1994 revision seemed watered down to make them friendly, that one could wrongly interpret that the requirements were no longer necessary. Second, would management be able to come to the table and meet their re-stated obligations as effectively as the persons performing product related tasks had done during the efforts of fulfilling the 1994 requirements?



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Four years have past since the draft ISO 9001-2000 was released, and three years since it became approved. I've had four years to get over my concerns and now have a better understanding of why some things are the way that they are. With the less than enthusiastic reception of the revised standard, and the number of companies choosing to conform to the previous requirements or to abandon registration outright, I know that;

- a) Sometimes it is all about money. Let's face it; if there's no money in it, it is not worth doing,
 - b) Sometimes we do it to stroke our company and personal egos,
 - c) If everybody would just do their jobs right all the problems would go away and things will be better, and
 - d) Some companies will do the right things and some companies will not.
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Student Section Being Formed

The Section Executive Committee (SEC) recently approved the formation of a student section at the Purdue Calumet Campus. Lash Mapa, one of our section members and a faculty member at Purdue, suggested forming the student section so students can have the opportunity to be members of a professional society while working on their degree programs. As many of us have come to know over the years, being involved in an ASQ section can be an experience to be remembered.

The Manufacturing Engineering Technology and Supervision (METS) department hosted a pizza party for students last month to introduce the ASQ as well as the other societies that have student sections at Purdue. The turn-out was good and ten students have submitted applications to join. The METS department also sweetened the pot for potential members by assisting with the student's membership dues.

As the section forms the students will write their section by-laws, elect student officers, and conduct regularly scheduled meetings. Meetings may be joint meetings with other student organizations like the Society of Manufacturing Engineers (SME), Society of Automotive Engineers (SAE), and the Institute of Industrial Engineers (IIE). Students are already beginning their work and getting the groundwork in place.

One of the interests the group has is to offer Certified Quality Improvement Associate (CQIA) preparation classes and to encourage fellow students to take the examination. The prerequisites for the exam can be met by a student member with at least two years education or work experience. Having a certification at degree time will help prepare students for entering the work force or moving up in their positions.

When Lash suggested starting a student section it sounded good, with one minor exception – who from Section 1011 would make the commitment to be the student liaison? Fortunately, Lash (Section 1011 member since mid '90s) volunteered to be the faculty member and section liaison.

We wish all the students success and look forward to seeing your section grow!

My First Year in Quality

By Paul Stoudt

My company makes adhesive coated cast vinyl film. At this time we had three families of vinyl film, and each family came in multiple colors. Cast line operators test the vinyl for tensile and elongation and adhesive coating line operators test the adhesive for peel strength. Coating line operators used control charts to monitor their process. I was hired into the Quality Department because of my background in chemistry and my experience with color formulations. However, my most important skill had the least regard. Knowledge of statistics was lacking in the Quality Department, and, the plant as a whole didn't understand the need for it.

My first confrontation came when we changed the way we did the peel test. My department wanted to switch from online peel testing to testing the peel strength of the finished product. The argument was that the value from the online peel test didn't have any significance, whereas, the value from the finish film testing tells you the actual performance of the finished product. I was against this change. I argued that with the online peel test, we are testing just the adhesive. This has statistical significance because the test result could be either random or assignable. As long as the test results are random, then the output would be consistent. By testing the peel strength on the finished product, we are increasing the variability of our testing process because each color has a different performance. The increase in variability would make it more difficult to detect adverse changes in our process.

My department didn't buy this argument and went with the change. After the change, I noticed right away that during the peel test, the vinyl was stretching, which was lowering the test result. My department argued that the test results were comparable to the rest of the industry. As long as the peel value was in specification, we didn't have a problem. I then argued that each color has different elasticity and has a different effect on the result. This is increasing the testing variability. I had a difficult time arguing this because the control limits didn't broaden? The reason why the control limits didn't broaden was because they were being calculated from the average range from a sample of 3. The 3 strips in 1 sample are identical. The real variation was between samples, because each sample was a different color. These control limits should have been calculated from the standard deviation between samples.

Now we had a situation where values were going outside of the control limits and production and QA thinks it meant something. They started looking for assignable causes when there weren't any. With the use of histograms, I convinced them of the folly of looking for non-existent quality problems, but, instead of them deviating from published methods of setting up control charts, they just lost respect for the value of SPC. Operators saw values on the SPC chart go out of control on a regular basis and it didn't mean anything. The operators lost the significance of SPC. To them, it was just a useless formality that they had to follow.

After 6 months of testing adhesive in this manner, I began noticing a change in our data. Our process mean for peel strength was increasing. I brought this to the attention of my department, but they saw this as good news. That means our product is getting better. I argued that something has had to change in our process for this to happen. My department didn't want to look a gift horse in the mouth.



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When a vinyl strip snaps during a peel test, we call this a “destruction”. A destruction is taken as a positive because it means the adhesive is stronger than the vinyl film. When I noticed an increase in destructions, I didn’t take this as a good sign and I started questioning the quality of our vinyl film. I suspected that the vinyl was getting more brittle. If this were the case, than that means the product is loosing its elasticity. There would be less stretching of the vinyl during the peel test and the peel values would increase. The increase in the performance of our adhesive would be just an illusion, brought on by the decreasing performance of our vinyl.

I shared these suspicions with my department, but I had no evidence supporting that claim. If our vinyl film were getting more brittle, than the cast line operators would detect failure in the tensile and elongation test of our vinyl film. I wanted to do a frequency distribution on the results of our tensile and elongation test, but, unfortunately, these results weren’t stored electronically. They were recorded only onto paper. I didn’t have the time to enter 2,000 results into a computer. What I did do was take 1 color, silver metallic, and entered 70 results into the computer. The histogram that I generated showed a skewed distribution. The data skewed to the right with the mode (high frequency data) just right of the lower specification limit. This told me that the results were biased. The cast line operators were either tweaking the results, or repeating the tests until they got a result they wanted.

I went to my department and Production Management with this information, but they questioned my conclusions. This was just 1 color I evaluated and 70 test results was a far cry short of the 2,000 tests that were done in the last 2 months. My colleagues and Management didn’t understand the statistical significance of how a sample of 70 could estimate an entire population.

It finally took the numerous customer complaints coming in to convince my department and Management that something was wrong with our product. It turned out to be a raw material problem.

In the years that followed, Management did become more educated in statistics and production operators learned the difference between assignable causes and random causes, and they learned the difference between sporadic problems and chronic problems, so I was better able to communicate with the rest of my facility.

2004 Certification Exam Dates

CRE, CQM, CSSBB, CQA-Biomedical, CQA-HACCP, CQT & CMI

Application deadline – 1/23/04 Exam date – 3/6/04

All Certifications – 58th ASQ AQC

Application deadline – 4/23/04 Exam date – 5/23/04

CQA, CQE, CSQE, CCT & CQIA

Application deadline – 4/2/04 Exam date – 6/5/04

CRE, CQM, CSSBB, CQA-Biomedical, CQT & CMI

Application deadline – 8/20/04 Exam date – 10/16/04

CQA, CQE, CSQE, CCT & CQIA

Application deadline – 10/1/04 Exam date – 12/4/04



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Section Officer Nominations for 2004-2005

January is the month for nominating section officers and committee chairs for the July '04 – June '05 membership year. All of the offices and chair positions listed below need to be filled by members in good standing so we can remain viable as a section and to continue improving and growing. If you, or a fellow member you know, are interested in being an officer or committee chair, please contact the section secretary before February 15th.

2003 – 2004 Section Officers

Jennifer Hendricks – Chair
Internet, Membership, Newsletter
JII Machining
1-773-326-4715
jhendricks76@hotmail.com

Mark Fleishman – Vice Chair
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Keith Poole - Treasurer
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Walter Smith – Secretary
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2003 – 2004 Committee Chairs

Paul Stoudt – Auditing
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Milton Krivokuca – Examining
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Dan Kelley-Partnerships
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Phil Pope – Proctor
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