



# Quality Quest

<http://www.weiquality.com/asq1508/>

December 2002 Volume 44 Issue 04

## **DECEMBER SPEAKER WARREN N. SMITH PINELLAS COUNTY UTILITIES DIRECTOR OF SOLID WASTE OPERATIONS**

To the present, during his nearly thirty years as a solid waste professional, Mr. Smith has been involved in all aspects of the solid waste business including residential and commercial collection; recycling collection and processing; solid waste transfer; sanitary landfill and hazardous waste site closures; planning, development and operation of waste-to-energy plants; and sanitary landfill development and operations.

Mr. Smith will entertain the topics of evaluating problems associated with solid waste disposal, the Refuse-to-Energy system, the enforcement of waste disposal regulations, waste reduction and recycling programs, used oil collection, the tire processing facility, the information library/resource center, and the free to the public Swap Shop among others.

Mr. Smith holds and M.B.A from the University of South Florida, and a B.S. in Geology from the University of Florida.

Carl G. Wilkerson,  
ASQ Programs Chairperson

**ASQ Section 1508 St. Petersburg/Tampa  
Next Meeting: *Monday, December 9, 2002*  
*Tutto Favoloso Restauarant*  
*1469 South Belcher Rd.***

**5:30pm – Registration  
5:30-6:00pm – Hordorves/Networking  
6:00– 6:30 - Pre-Dinner Topic  
6:30pm –7:30 - Dinner  
7:30pm-8:30 – Speaker**

**Due to the board meeting running from 4:30-5:30, Registration for the meeting will not start until 5:30.**

### **Directions to Tutto Favoloso:**

**From Tampa**, go over the Courtney Campbell Causeway to your 7th traffic light, this is Belcher Road, make a LEFT go 3/4 of a mile Restaurant is on the left if you pass Nursery Road or Bellair Road you went to far.

**From St. Pete.**, take US19 North to you see Nursery Road at this traffic light you make a Left, go to your first traffic light make a Right onto Belcher Road, then make a Quick Right into the strip-mall parking lot.

## Message from Your Chair Mark E. Puetz

I had the fortune to attend two meetings this week, the second week in November, that have me thinking. I read an article this week too, just today as I write this, that has me thinking even more. (See page 7 for Article) Many of us already are convinced in one way or another about the value of quality principles in business. Many of us also believe the message needs to keep being trumpeted as not everyone is as convinced as we are. There are many reasons we use to explain that, of course; less than ideal communications, struggling against “fad of the day” concerns from upper management, difficulty in pointing to strategic results, et cetera. What has been running through my mind is why this may be so ... but I have been trying to approach that from the 50,000 foot level. I want to see if I can see the forest instead of just the trees.

The first of those meetings was one about which you already know, our monthly dinner meeting. This month Robert Milligan, from Raytheon, shared his insights into using six-sigma to support a lean manufacturing program. His 11 step process appeared to be very powerful. The second of those meetings was a luncheon with the president of a local chamber of commerce and one of the city commissioners of a local city. We got into a bit of a discussion about what it means for a government entity to be truly customer-focused in the face of dueling interests. There was some frustration with the efficacy of that from some of us around the table. The article I found from our national site as a link to another, about how six-sigma methodologies are being considered to develop the strategy for our war on terrorism.

Of those three entities (Raytheon – representing business; the local city – representing local government; and the war on terror – representing the federal government) two appear to be taking the rigors of a quality approach seriously. The other appears stuck in a rut. Please note that I do not wish to disparage that particular city and I use them only as an example, since I had that conversation the other day and it got my mind rolling as a result. In fact, to be fair, they may be much further ahead than I make them out to be. Even so, I think the 50,000 foot point to be made is an interesting one. The question I found myself asking is “Why do two of these groups embrace quality, or at least take it seriously, and the last does not?”

If we had asked why quality was not being taken seriously by American business back in the late Seventies, I am sure we would have received a rather unsatisfying answer. We would have been told that the American public was happy with what it got. Americans were a materialistic, product driven, affluent bunch who were not so concerned with quality, as long as the price was right. Naiveté of our business leaders?

But what happened in the Eighties? The American automobile industry, in particular, was suffering from a growing perception that its products were of inferior quality. We were seeing a growing encroachment into our market by Japanese imports. When we were losing business, lots of business, we asked the question again and demanded a better response!! When we recognized that the Japanese were doing what they were doing because they had adopted the principles of something we had known about for decades (SPC) and at the hands of one of our own who we had previously not taken seriously (Dr. Deming), we began to take a greater interest.

If we had asked the same question about the federal government just a few years ago, we would have received (again) an unsatisfying response. The amount of waste and overspending in federal program after federal program is so well-known that it is almost a given these days. But there are places where the federal government does very, very well. The military is known as an exemplar for leadership. The IRS is changing to become more receptive to citizen concerns. But what makes these two examples what they are? Why are they concerned with quality?

Continued on next page.....

## Message from Your Chair

**Mark E. Puetz**

(Continued)

I suspect that the military has an interest because the alternative is quite unacceptable. People die, battles and wars are lost, and national interests go un-served. Indeed whole nations may be lost! Winning is a function of being better, better than the opposing army. Such a compelling need to get better leads to great interests in quality improvement (in some form). The IRS was motivated differently in that their driver was a series of public hearings full of horror stories held before Congress in the early-mid Nineties. When the incredibly bloated state of their bureaucracy, the amazing enforcement power vested in them, beneath the astounding inability to accomplish its task anyway became known there was huge public outrage.

The driver then, is that American business and the federal government (in some areas) were faced with a very compelling reason to get better ... improve or lose! Business was losing market share. Militaries could lose, period. The IRS was faced with being dismantled. They had to respond. They had to improve, and quality thinking gave them the framework to do just that.

Now back to that local city government ... What is their compelling reason to get better? Do we expect them to improve just because it would be a nice thing to do? I doubt we will get far with the altruistic argument. Do we expect them to improve because it will save money? I suspect we will not be very successful there either. Governments do not EARN money from customers who can always defect and spend their money elsewhere. They TAX with the power of law to get it. Fiscal responsibility is great reason, but it is hardly a COMPELLING one. It simply is not a “do or die” proposition. Elections change only the figure-heads at worst, and political decision makers at best. They often do little to change the organization overall at this level.

So, why change? Why improve? Unfortunately, I do not have answers to these questions. It seems to me that, for as long as governments or any other organizations have no compelling reason, no catalyst, no “burning platform” for change and improvement, convincing them to do so may be an uphill battle. Without the fear of losing customers, or being beaten into non-existence, the compulsion is not there.

My thinking as I close here is that this is not so much an indictment of any one type of organization, even though I have singled out a particular local city as an example. Rather this should be something to consider when “selling” ideas to upper managers about why quality is important. Unless there is a genuine perceived loss, or unpleasant state of affairs, to be had if we do nothing (as opposed to a better state of we do what is proposed), I suspect we will not see a lot of interest from those in our executive suites.

The question now changes from one of “Why improve?” (We – you and I, and history – already know the answer to that one.) to “How do I get the message to the players in a way they will find compelling?”

Should you have ideas or concerns, please feel free to contact me at [1508asq@tampabay.rr.com](mailto:1508asq@tampabay.rr.com)

## November's Speaker

### Presenter: Robert J Milligan Raytheon Six Sigma Expert (Lean Manufacturing)

The demand, and thirst for expertise concerning the overall topic of Lean Manufacturing was finally met, when Robert (Bob) Milligan presented the 11 step process.

Bob's discussion began with a refresher of the Raytheon Six Step Process, and then explained how those concepts lead into the 11 step Lean Manufacturing process. An actual Raytheon manufacturing program case study was used to show the recommended steps needed in developing, and implementing a new manufacturing area layout.

Tools such as the "spaghetti" flow chart were used to visually display the current initial manufacturing area layout. Product process flow diagrams showing current cycle times, and WIP (Work in Progress) queues at each process step, were also shown. Bob stated the importance of developing new "ideal" manpower and WIP requirements from product TAKT time. The development of Material List for all sub and Final assemblies, and the introduction of the "Kanban" pull strategies were introduced. Bob explained the significance and formula of TAKT Time (German for drumbeat) and its relationship with customer demand, cycle time, process time and manpower requirements.

At the conclusion Bob displayed the before and after results of the initial and new area layout, showing the equipment and workbench layouts based on the new block flow diagram, Load charts, and the product process flow diagrams. It was fascinating to see the change, and more enlightening to see the processes.

We all would like to thank Bob again for satisfying our hunger to learn more about this topic and it's processes.

Submitted By: Carl G. Wilkerson  
ASQ Programs Chairperson

**On-line Reservations**    <http://weiquality.com/1508res> to make a reservation

**Please e-mail your reservations, with your phone number and company name to Sophie and Heike.**

[SGarancher@Transitions.com](mailto:SGarancher@Transitions.com)

[Heike@tampabay.rr.com](mailto:Heike@tampabay.rr.com)

**\_\_If you prefer you can still call the ASQ Reservation Hot Line at:**

**(813) 872-1500 x 5557**

**Before 4:00PM, Thursday, December 5, 2002**

Cancellations should be made by noon on the Friday before the meeting but every effort will be made to accommodate late cancellations. If you have a special dietary request - vegetarian or low fat. - please indicate this at the time you make your reservation. \$20.00 per member with a reservation or \$25.00 at the door for guests and members without a reservation. **Only cash or check accepted at the door.** If you make a reservation and do not attend, the section must still pay for your meal. In this event you should reimburse the section by sending a **check**, payable to ASQ, for \$25.00 to our treasurer, **Anthony Povia, 18008 Wynthorne Drive, Tampa, FL. 33647**

ASQ would like to thank **Electric Supply of Tampa** for their continued support providing the reservation hotline.

## **2002 CERTIFICATION EXAM DATES**

<i>Exam</i>	<i>Exam Date</i>	<i>Application deadline</i>
-------------	------------------	-----------------------------

CQE/CQA/CSQE/CQIA	December 7	
-------------------	------------	--

**Certification Chair: Debbie Holt**

## **NEW CERTIFICATION OFFERED**

ASQ's newest certification exam, Certified Calibration Technician.

To obtain the BOK and requirements go to  
<http://www.asq.org/cert/types/cct/index.html>  
<<http://www.asq.org/cert/types/cct/index.html>

The CCT exam will be offered during the June and December cycle.

Upcoming dates for June and December:

Exam Date	Application Deadline
June 7, 2003	April 4, 2003
December 6, 2003	October 3, 2003

## **Recertification**

**Recertification Chair: Heike Johnson**

Please send all recertification packets to:  
Heike B. Johnson  
ASQ 1508 Recertification Chair  
e-image• Digital Studios, Inc.  
2106 Climbing Ivy Drive  
Tampa, FL 33618-1709

# Sharing Information

## Auditors, Trainers & Consultants

As a service to our members the Section Executive Board has decided to promote lists of "Local" auditors, trainers and consultants on our section website. If you live and work in the Tampa Bay Area (and we will interpret that loosely) and would like to have your business included in this listing please e-mail me. The format will evolve but we will start off with Name, Company, contact information ( phone, e-mail and URL) and a brief description of the services you offer. Hopefully the descriptions will remain very brief with more details on the person's website. The list will include a disclaimer emphasizing that ASQ does not endorse any the listees and that the Board will exclude any listings it believes are inappropriate. Any comments or suggestions are welcome.

John Conrad  
john.conrad@ieee.org

## Australian Update

Some time ago I reported that my nephew Conrad Evans, who has cerebral palsy, was cycling around Australia on a tricycle. He started from Sydney in March and has recently left Perth after completing about 6,000 miles. He "only" has about 3,500 miles to go to get back to Sydney. It has been an incredible ride and Conrad has made numerous friends on his way. The generosity of the Australians has been wonderful. You can get the latest news at <http://www.weiweb.com/oz>

John Conrad

## QA ✓ RA Compliance Connection, Inc.

P.O. Box 448 • Odessa, FL 33556 • (813) 784-8457 • [www.qaracc.com](http://www.qaracc.com)

You have the talent, you have the experience, but do you have the time to develop an effective training program? Don't worry, QARA Compliance Connection has the answer to your training needs!

Cost effective, easy to use quality system training modules!

### Available modules include:

- ✓ FDA QSR Overview
- ✓ FDA QSR Executive Overview
- ✓ FDA QSR Employee Overview
- ✓ ISO 9000:2000 Overview
- ✓ Design Controls
- ✓ Internal Auditor Training



Each module includes an Acrobat® formatted CD-ROM presentation, a "train-the-trainer" Instructor's manual, a comprehension exam (i.e. training record), and a 3-per-page

Email us at [info@qaracc.com](mailto:info@qaracc.com) or visit our website at [www.qaracc.com](http://www.qaracc.com) for more information

# Taking the Six Sigma approach

By Del Jones, USA TODAY

A performance gap in the insurance industry is an example of a problem tailor-made for Six Sigma.

It's common in insurance that the top agents sell far more policies than the worst. Insurance companies traditionally jump to conclusions when looking for ways to narrow that gap. For instance, they might offer a trip to Hawaii in a monthly contest to motivate less-productive agents to sell more policies. But that incentive tends to just increase the performance of the best agents and make the gap even wider.

Six Sigma uses an approach called DMAIC, which stands for define, measure, analyze, improve and control. A Six Sigma project would recognize the gap as a defect and go through several steps before attempting a solution.

"Having the loudest opinion doesn't make it right," says Elizabeth Keim, president of the American Society for Quality and a Six Sigma consultant.

The project might first measure agents to learn that the top 25% sell nine times the policies as the bottom 35%. An analysis would consider such steps as mapping how top agents spend their day, investigating specialists who have had success training the worst agents, or seeing how the hiring process could be changed to avoid hiring under performers in the first place.

The next step would be to test proposed solutions, such as training methods, or to see if psychological profiles truly identify poor performers among new hires. Only those steps that prove statistically fruitful would be introduced on a wide scale. Most companies try to make improvements before measuring what really works. The improvement step comes almost last in DMAIC.

Companies have discovered that Six Sigma is less about overall accuracy and more about reducing variation. For example, passengers might like airlines to improve on-time performance, but it's more important to them for airlines to eliminate flights that are late 45 minutes or more.

Federal Express would not have a business if package-delivery time averaged 12 hours, but the "variation was all over the lot," says Jack Welch, former CEO of General Electric. Examples of success:

- The National Science Foundation turned to Raytheon to cut the cost and danger of evacuating sick people from Antarctica. Using Six Sigma, Raytheon came up with ways of pre-screening scientists for possible psychological problems. They benchmarked companies including BP Amoco that station employees in remote places. Evacuations fell 22%.
- Many hospitals used it to reduce prescription errors. One in Milwaukee used Six Sigma to map the process as prescriptions originated with a doctor's scribble, were filled by the pharmacy and then administered by nurses. Most mistakes came from errors in reading the doctors' handwriting. The hospital implemented a program requiring doctors to type the prescriptions into a computer, slashing errors.



Attn: J. Conrad  
19824 Wyndham Lakes Drive.  
Odessa, FL 33556

**NONPROFIT ORG  
U.S. POSTAGE PAID  
PERMIT # 2292  
TAMPA, FL**

Quality Quest is published monthly by the Tampa/St. Petersburg Section of the American Society for Quality.

## Board Members

Section Chair  
**Mark Puetz**  
E-mail: 1508asq@tampabay.rr.com

Treasurer  
**Anthony Povio**  
E-mail: [apovio@earthlink.net](mailto:apovio@earthlink.net)

Secretary  
**Glenn Cavanaugh**  
E-mail: Gcavanaugh@essilorusa.com

Programs  
**Carl Wilkerson**  
E-mail: [Carl\\_G\\_Wilkerson@raytheon.com](mailto:Carl_G_Wilkerson@raytheon.com)

Newsletter  
**Camilla Williams**  
E-mail: [c4cwill@aol.com](mailto:c4cwill@aol.com)

Past Section Chair  
**John Conrad**  
E-mail: [John@weiweb.com](mailto:John@weiweb.com)

Education Chair  
**Alain Gaumier**  
E-mail: [Algaumier@aol.com](mailto:Algaumier@aol.com)

Arrangements Chairs  
**Sophie Garancher**  
E-mail: [SGarancher@Transitions.com](mailto:SGarancher@Transitions.com)

Recertification/Arrangements  
**Heike B. Johnson**  
E-mail: [Heike@tampabay.rr.com](mailto:Heike@tampabay.rr.com)

Examining Chair  
**Debbie Holt**  
E-mail: [holdt@baxter.com](mailto:holdt@baxter.com)

SMP Chair  
**Ed Pagnott**  
E-mail: [epagnott@aaronmed.com](mailto:epagnott@aaronmed.com)

Placement Chair  
**Guerry Thode**  
E-mail: [Thode@gte.net](mailto:Thode@gte.net)

Audit Chair  
**Mark Anderson**  
E-mail: [Manderson@gaf.com](mailto:Manderson@gaf.com)

### Membership Statistics

Fellows	4
Members	597
Seniors	33
Students	14
Sustaining	5
	=====
Total	653