



ASQ

AMERICAN SOCIETY
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Chicago

Newsletter of Section 1201
January 2009



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Issue 4

General Meeting Main Session

Lean Six Sigma Scorecard

Lean, Six Sigma and the combination have been widely used at many corporations. However, measures of success of these improvement initiatives have been questionable.

Cost driven improvement may shrink business, while capability oriented improvement lead to business growth. Some of the current distractions about business performance include layoffs as a measure of improvement, severance compensation for executives, and outsourcing and loss of jobs. Thus, one must examine relevance, purpose, adequacy, effectiveness, and outcomes of implementing right measures.

Establishing measures for Lean Six Sigma then must represent improvement in various aspects of business. One of the known dilemmas with measurements is the 'measurement madness' or too many measurements. Measurements for Lean Six Sigma must identify key areas and key opportunities, and link them back to the overriding goal of achieving sustained profitable growth.

Praveen Gupta's Six Sigma Business Scorecard, published in 2003, has become a foundational work in the area of corporate performance. Praveen utilizes a similar approach to developing the Lean Six Sigma Scorecard for measuring effectiveness of corporate improvement initiatives.

Praveen's presentation will include a quick overview of the Six Sigma Business Scorecard framework and its application to the Lean Six Sigma initiative. Attendees will be able to assess effectiveness of their corporate improvement initiatives and identify necessary adjustments to be made to the Lean Six Sigma initiative. At the end of the presentation, participant will be able to

take away a framework for measuring their Lean Six Sigma initiative.

About Our Speaker: Praveen Gupta's mission is to promote business performance improvement using the right tools, with verifiable outcomes, and having exciting employee experiences without fear of losing jobs. Praveen has developed the Strategy of Execution Map consisting of Business Scorecard, Six Sigma/Lean, Innovation, and Process Excellence.



Praveen is an adjunct faculty for Operations Management in DePaul University's MBA program, and Business Innovation in IIT's Information Technology Management (ITM) program. Praveen has written several

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ASQ Chicago Section Policy: The ASQ Newsletter is published to increase participation in section services and activities through the promotion of offerings, for example, career development opportunities, education programs, networking and leadership opportunities, and to stimulate discussion in the field of Quality. The ASQ Chicago Section 1201 Newsletter may publish articles representing conflicting and minority views. Opinions expressed are those of the authors and not necessarily those of ASQ or Section 1201.

General Meeting—January 14, 2009 at Doubletree, Alsip

Important Newsletter Announcement—Please Read

For decades, the ASQ Chicago Section has been preparing a monthly newsletter and printing and mailing the newsletter as a service to our members. Unfortunately, as with so many other things, the costs of printing and postage have continued to increase while cash inflow to the Chicago Section has been decreasing. As a result, we have had to make the difficult decision to cease printing of the monthly newsletters. We will continue to publish a newsletter as before, but starting with the March issue, the newsletter will be sent via email to ASQ Chicago Section members and will continue to be downloadable

in PDF format on our website. If you have opted to allow email communication from ASQ, you will automatically receive the newsletter in electronic format.



If you are currently unable to receive our communications through email or the ASQ Chicago Section website, and require a printed copy, please contact Dan Brown, Vice-Chair Section Affairs by phone: 312-615-3530 or by mail at 4006 Raymond Ave., Brookfield, IL 60513.

Section News and Upcoming Events

Scholarship Update: The application period for ASQ Chicago Section's annual scholarship is now closed for the year. Applications were due December 1.....But it's never too late to start thinking about next year. If you know any high school students who will be graduating next year, think about applying. Information on the scholarship is available on the ASQ Chicago Section website, <http://www.asqchicago.org/ti/scholarship.htm>.

Training Institute Update: All Training Institute classes for the Winter Trimester have been cancelled. A further update on Spring classes and workshops will be provided at a later time. Thank you for your understanding.

Nondestructive Testing (NDT) Laboratory Open House, Wednesday, January 14, 2009.

Come learn about the comprehensive NDT training pro-

gram available through Moraine Valley Community College's expert instructors. Tour the top-notch laboratory, meet with other NDT professionals, and learn more about the careers and opportunities in NDT.

Who should attend: Scientists; engineers; technicians; testing lab personnel; manufacturers; consultants; and past, current, and future NDT professionals. Anyone interested in a growing career that makes the world a safer place.

Agenda: 8:30-9:00 a.m.—Registration and Networking; 9:00-10:00 a.m.—NDT Presentation: Overview of the NDT program, employment opportunities, and student success stories; 10:00-11:00 a.m.—Laboratory Tour

Where: Moraine Valley Community College, Building T, Fogelson Theater, 9000 W. College Pkwy., Palos Hills, IL 60465.

Admission is free!

Recertifications December 2008

Congratulations to the following Chicago Section members who again proved they have the "Right Stuff" and met the requirements for maintaining their ASQ Certifications. Your Chicago Section Officers and Board congratulate you and wish you continued success.

Elaine M. Biggs

Nobel K. Chen

Victor L. Chaudhari

Bruce W. Dawson

Antonio Diaz

Mark Ehrlicher

John E. Endicott

Krista Graham

Hoyos Guillermo

John Hiestand

Kevin P. Klaibor

Valentin S. Leonte

Craig Luchene

Greg Majghera

John Mathew

Michael McAndrew

Edward McCarthy

Atul K. Mohlajee

Kathaleen J. Mundy

Anil K. Nair

Ben Pawlowski

Shirish Puranik

Randy L. Robertson

Jan C. Summers

January General Meeting Advance Session

Topic: Basic Statistics Application and Interpretation. Robert Fruit will help us get an understanding of statistics through this pre-dinner presentation. His presentation will focus on distribution and probability in addition to some of the major statistical concepts that the quality professional faces when they are looking to solve problems.

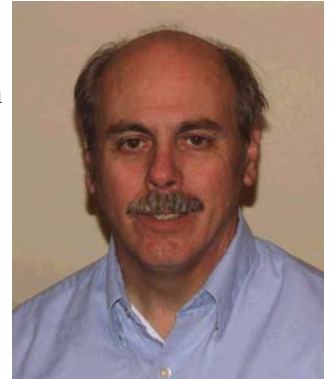
This presentation will wrap up with how we can use this statistical basis for our implementation of six sigma.

About Our Speaker: Robert Fruit has worked for the gage manufacturer Mitutoyo since 1991. He is the assistant manager of the department where Mitutoyo develops their SPC system that is sold world wide. He helps design the system and develop future improvements for the system. He also has frequent direct contact with Mi-

tutoyo customers and helps them improve their manufacturing systems. This gives him extensive experience with real world problems in manufacturing.

Robert Fruit graduated from Illinois Institute of Technology with a degree in mathematics and physics. He worked in the actuarial field for 20 years before joining Mitutoyo. This gives him a deep understanding of probability and statistics.

This background makes him well prepared to give a talk on probability.



(Continued from page 1) **General Meeting Main Speaker** books, has given keynotes and presentations internationally, and chairs the Business Innovation Conference (Oct. 5-7, 09).

Praveen, President of Accelper Consulting (www.accelper.com), helps companies in improving their top and bottom line using Six Sigma and Business Innovation methods. Praveen is a voting member of ISO

TC-176, the Chicago Executive Club, and the MIT Enterprise Forum. He is Editor-in-Chief of the International Journal of Innovation Science. He writes frequently for several magazines such as Quality, Quality Digest, Quality System Update, Quality Engineering, Quality Progress, and Six Sigma Forum. Praveen is an ASQ Fellow.

News From The Lincoln Foundation

The Lincoln Foundation for Performance Excellence announced the 2008 Award Recipients. These organizations have met the requirements necessary for the prestigious Lincoln Award for 2008.

2008 Lincoln Silver Award for Progress Towards Excellence Recipients

St. Mary's Good Samaritan, Inc. – Mt. Vernon
Sarah Bush Lincoln Health System – Mattoon

2008 Lincoln Bronze Award for Commitment to Excellence Recipient

United Cerebral Palsy Land of Lincoln – Springfield

Do you want to meet these winners? They will be recognized at a ceremony on Friday, January 16 at Tellabs in Naperville. The keynote speaker will be Pat Ryan,

Chairman and CEO, Chicago 2016. He will be talking about "Chicago's 2016 Olympic Bid Committee." Contact The Lincoln Found-

ation for Performance Excellence at 630-637-1595 or www.lincolnaward.org for more information on the event.

If you and/or your organization are interested in enhancing your quality journey, consider getting involved in or going through the Lincoln Award process. Key dates for the 2009 award cycle are:

Applicant Intentions to File - March 23
Examiner Applications are due - April 3
Award Applications are due - June 1

Submittals must be no later than the above dates.



Interested in Your Section's Leadership?

We are one of the largest sections in the ASQ world. With over 1400 members in this section, we represent a wide variety of industry, nationalities, positions and tenure in the profession—a profession we are all proud of. Our section is blessed to have this diversity, the numbers we have and the incredibly dedicated leaders who step up to run this great section.

The leadership of our section is comprised of all volunteers! Those in the past and present who have given their time and talent have done so out of their high regard for what this section means to them. I have always said it is right to give back. We get so much.....should we not give back? Should we not at least consider what it is we could give back?

Here is my question. With over 1400 members in the mighty 1201, why do we have only a couple dozen who step up to help? And in so many instances, it is the same people year in and year out. As a frequent traveler, I have attended many section meetings around the globe. Sections so small a good monthly meeting has 12 members show up. And of course, I have attended meetings in larger sections too. We are so fortunate to have what we do here in the 1201. So where is everyone?

The economy, the markets, and the geopolitical global issues that face us all influence what we do, how we do it and when we do it. Whether you are employed, looking for work or retired, your section needs you. We all have some time and talent we can give. Some section board positions, whether a chair position, committee member, elected or appointed position, require very little time or commitment over the ASQ year. There are positions to get your feet wet, learn and meet others with, and get introduced to section affairs. There are also positions that are natural progressions in the board leadership path such that if you do wish to, you can grow into increasingly more responsible roles. You can gain so much by trying something.

The contacts you can make and the elbows you'll rub up with are another perk of being involved. Not to mention recertification points for being on the leadership team. Yes, you get points for that too. Friendships, partner-

ships, fellowship and points!

As chairperson of the Section's nominating committee this year, I ask that each of you ask yourself what is in the way of attending your Section's monthly dinner meetings? What stops you from trying out or joining a committee in this section or heading up a committee? Life is busy, life is short. But surely we can all give something. Many hands make light work. If only 5% of us volunteered, that would be huge. Less than 10% of the section's membership attend the section's monthly general meetings where the food is great and educational opportunities abound. Not to mention, .6 CEU's for attending! Dollar for dollar, THE BEST VALUE in getting recert points.

Lastly, section leadership does not commit you to attending monthly board meetings or committee meetings. Yes, the board and some committee members and chairs meet once a month to run this section. We have a dinner meeting the first Wednesday of the month and spend a couple of hours on section business over dinner. I myself make very few board meetings due to my schedule. But that did not stop me from stepping up. While attendance is preferred, we know that family, work, travel and other activities get in the way at times. So don't think this is a huge undertaking and time commitment. You can give what you can.

We welcome anyone who wants to sit in on a meeting and have a look. Or if you want to, step right in. Further, if I have tickled you and you want to see just what makes this section tick, give me a shout. Give any Section Officer a shout. We would be happy to share opportunities with you and explain ways you too can be one of the decision makers in this section. Membership has its privileges. Exploit those privileges.....join YOUR BOARD.

Ed McCarthy, CQE
Nominating Committee Chair 2008 - 2009
emccarthy@methode.com (Put 'section 1201' in subject line of email correspondence)
Phone: 847 392 3718 x 279

If you are interested in newsletter editing or publishing, consider helping out with the ASQ Chicago Section newsletter. We are looking for some additional editors for the newsletter committee, to help put together the newsletter each month. If you are interested, please contact Lisa Ohm at 773-851-0524, or send email to newsletter@asqchicago.org.



ISO 9001:2008 – An Orientation Into The Latest Modifications

The first, and most important note regarding this edition of ISO 9001 is that it is being promoted as an “Amendment,” not a “Revision.” This is intended to emphasize that there are no MAJOR changes at this time. The changes were intended to be high value but low impact. Just how low the impact is depends upon how seriously you have implemented ISO 9001 in your organization.

The changes were designed to:

- Improve clarity of requirements;
- Simplify translation between systems, companies, standards and languages;
- Make it easier to use;
- Improve compatibility within the 9000 family of standards and 14001.

A Review of the Most Significant Changes With Takeaway Pointers

Clause 0.1 (General) introduces the concept of tailoring the system to the organization’s **business environment** and **associated risks** and specifically includes compliance with all applicable statutory requirements. The takeaways: “Ignorance of the law is no excuse” and “If you don’t have a defined risk analysis process, you’d better put one in place.”

Clause 0.2 (Process Approach) places more emphasis on process outputs with the concept that the “output matters”. The takeaway: “The proof is in the pudding.”

Clause 1.1 (Scope) clarifies that “product” also includes intermediate product (every phase, whether internal or external, between raw material and finished product). The takeaway: “Garbage In – Garbage Out.”

Clause 4.1 (General requirements) recognizes that it might not always be possible to measure processes by adding “*measure, where applicable*”. It also adds notes to explain outsourcing expectations relative to the types of control that may be applied, relationship to clause 7.4 (Purchasing), and clarification that “outsourced processes are still the responsibility of the organization and must be included in the QMS.” Further, the outsourcing is defined in “Note 2: An outsourced process is identified as one being needed for the organization’s quality management system but chosen to be performed by a party external to the organization” The takeaway: “When you point your finger elsewhere, three other fingers are pointing right back at you.”

Clause 4.2.1 (Documentation) clarifies that QMS documentation also includes records; documents required by the standard may be combined; ISO requirements may be covered by more than one documented procedure; you decide on which documents / records are necessary. Takeaway: “If you fail this one, you shouldn’t be certified.”

Clause 4.2.3 (Document Control) clarifies that only external documents relevant to the QMS need to be controlled – YOU decide which external documents need control. Takeaway: “Critical guidance to one of the most misapplied elements.”

Clause 5.5.2 (Management Rep) clarifies that the Management Representative must be a member of the organization’s own management. Takeaway: Consultants are useful but do not absolve ownership of ultimate responsibility

Clause 6.2.1 (Human resources) clarifies that competence requirements are relevant for ALL PERSONNEL. Takeaway: Every employee is an important employee or they wouldn’t be working there.

Clause 6.3 (Infrastructure) introduces a major expansion to the scope of the standard, previously “behind the scenes” departments such as information systems, human resources, and others are now directly part of the system. Takeaway: This will be the biggest bellweather for the future of the standard, look for a more Total Quality Management direction in the future to seal this expectation and look to the Malcolm Baldrige criteria for guidance.

Clause 6.4 (Work environment) clarifies through a note that work environment includes conditions under which work is performed and includes, for example, physical, environmental and other factors such as noise, temperature, humidity, lighting, or weather. Takeaway: Add environmental conditions to your risk assessments.

Clause 7.2.1 (Customer related processes) clarifies through a note that post-delivery activities may include actions under warranty provisions, contractual obligations such as maintenance services, and supplementary services such as recycling or final disposal. Takeaway: Consider cradle to grave (and beyond) in your risk assessment and control systems.

Clause 7.3.1 (Design & development planning) clarifies that design and development review, verification and validation have distinct purposes even if they are combined in your systems. Takeaway: They are different, make sure your system treats them as such.

Clause 7.5.4 (Customer property) explains that both intellectual property and personal data should be considered as customer property. Takeaway: customer property is not limited to the physical.

Clause 7.6 (Re-titled Control of Monitoring and Measuring Equipment) “Confirmation of the ability of computer software to satisfy the intended application would typically include its verification and configuration management to maintain its suitability for use.” Takeaway: we all use computerized systems these days, make sure that your system is proven to meet your needs.

Clause 8.2.1 (Customer Satisfaction) explains that monitor-

(Continued on page 6)

Happenings—General Meeting, October 8

Pictures by Sam Makwana



Founder's
Award Winner
Norm Peplow



Our Main Speaker,
Tony Manos



Award Winner
Bob Acerrano



Award Winner Dan Montgomery



Award Winner
Dave Buettner

Award Winners
NIQC 2008 Team



Award Winner
Michael Glowicki

(Continued from page 5) **ISO 9001:2008**

ing of customer perception may include input from sources such as customer satisfaction surveys, customer data on delivered product quality, user opinion surveys, lost business analysis, compliments, dealer reports. Takeaway: We all have problems getting data from our suppliers, don't get lost in complex surveys – use easy to obtain data and extrapolate.

Where Do We Go From Here?

There will be a co-existence period until December 1, 2010, during which your current certificate will still be valid. If you are due for recertification before December 1, 2009, you may re-register to the 2000 version OR the 2008 version. After December 1, 2009, ONLY 2008 certificates will be issued. After December 1, 2010, only 2008 certifications will be valid IRRESPECTIVE OF THE EXPIRATION DATE ON YOUR CERTIFICATE.

If you have a progressive, process-focused quality management system you should have minimal work in front of you to implement the new standard. If your system was minimal and focused only on compliance, you will have a much harder time and will likely require outside guidance.

Focus your efforts on: Identifying all legal requirements, risk analysis, your suppliers and subcontractors, intermediate processes, and infrastructure concerns (data, systems, and departments not previously considered part of the QMS). Use your networks, especially the ASQ, to help guide you as you upgrade your system to ISO 9001:2008.

Daniel J. Brown, CQA
President of DB Performance Solutions, LLC
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Newsletter Advertising

If you are interested in placing an ad in the newsletter, contact Lisa Ohm (773) 851-0524 or e-mail newsletter@asqchicago.org for specifications and due dates. Ads must be submitted for approval prior to being included in the newsletter. Current advertising rates are: Quarter page: \$100, Half page: \$200, and Full page: \$400.

The ASQ Chicago Newsletter

Subscription to the newsletter is provided as long as your membership with ASQ is current and you are registered with the Chicago Section.

Your address and other contact information are maintained by ASQ headquarters and can be changed by web, phone or mail:

- On the web at www.asq.org, sign-in, change address
- ASQ Customer Service at (800) 248-1946
- ASQ, PO Box 3005, Milwaukee, WI 53201

The newsletter is issued for September, October, November /

December, January, February, March, April, May / June for the 2008-2009 year.

Contact Information

Job Networking

Email: jobs@asqchicago.org
 Muhammad Siddiqi – (773) 838-0300

Recertification

Ed McCarthy – (847) 392-3718 x279
emccarthy@methode.com

Chicago Section General Meeting – Wednesday, January 14, 2008

<u>Location</u>	<u>Program Schedule</u>
Doubletree Alsip 5000 West 127th Street Alsip, IL 60803 (708) 371-7300	5:30—6:00 p.m. Check-in/Networking 6:00—7:00 p.m. Advance Session 7:00—8:00 p.m. Dinner 8:00—9:00 p.m. Main Session

Directions:



From the north: Take I-294 South to 127th Street. Turn right (west) onto 127th Street. Take 127th Street over Cicero Avenue. Turn right into the Doubletree.

From downtown Chicago: Take 90/94 East (Dan Ryan) to I-57 South. Exit at 127th Street, and follow directions above.

How to Register



- Register on-line at www.asqchicago.org/dinner%20meetings/onlinereg.htm and complete the required information.
- Because walk-ins are limited and subject to availability, please register prior to the meeting.
- Fax and telephone registrations have been discontinued.
- Registration and payment on-line are *secure*.

Cost

- **Early on-line registration** - prior to 5 pm on Friday before meeting: members \$30, nonmembers \$35
- **On-line registration after 5 pm Friday and Walk-ins** (subject to availability): members \$40, nonmembers \$45
- **Program only** - attendance without dinner, no charge, registration is required
- **Unemployed members** - special provisions are available, registration is required



Notes

- No credit cards accepted on night of meeting.
- No refunds will be made for cancellation after 5:00 p.m., Monday, prior to the meeting or for a no-show at the meeting.
- Accepted credit cards: Personal - American Express, Discover, Master Card, Visa;
 Corporate - Master Card, Visa
- Questions? Call Krista Graham at (847) 313-5280 or kgrahamasq@yahoo.com

Register on the ASQ Chicago Website — www.asqchicago.org/dinner%20meetings/onlinereg.htm



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The Society of Professionals Dedicated to the Advancement of Quality

Chicago Section General Meeting Schedule — 2008-2009

Date	Facility / Location	Program Topics — Advance / Main Sessions
Sep. 10	Maggiano's Oak Brook	<ul style="list-style-type: none"> ▪ Introduction of 2008-2009 Board, Services & Goals ▪ Business Process Improvement
Oct. 8	William Tell Countryside	<ul style="list-style-type: none"> ▪ Quality, Lean & Continuous Improvement in the Airline Industry ▪ Lessons Learned: Common Challenges—ISO, Problem Solving, Continual Improvement
Nov. 12	Manzo's Banquets Des Plaines	<ul style="list-style-type: none"> ▪ Recognition by the ASQ Chicago Section Board ▪ Toyota's A3 Problem Solving Technique
Jan. 14	Doubletree Alsip	<ul style="list-style-type: none"> ▪ Basic Statistics Application and Interpretation ▪ Lean Six Sigma Scorecard
Feb. 11	Wellington Arlington Heights	<ul style="list-style-type: none"> ▪ Selling Ideas to Management ▪ Managing Change
Mar. 11	TBD	<ul style="list-style-type: none"> ▪ Facility Tour
Apr. 8	Hillside Expo Center Hillside	<ul style="list-style-type: none"> ▪ Scholarship Presentation & Table Topics ▪ Going Green—How Does This Affect Quality?
Jun. 10	TBD	<ul style="list-style-type: none"> ▪ Joe Lisy Award & Dinner

Meetings are held on the 2nd Wednesday of the month.