

Main Topic for the January General Meeting: Training Institute Night

ASQ Members: Vote For New Board at the January Meeting.

Before the election, nominations for the Executive Board will be accepted. Nominees must be members for the past three years (including the present year). They must have served on the Executive Board for one year and must submit a written acceptance letter stating they will serve if elected. Elected representatives will hold office from July 1, 2004 through June 31, 2005.

The nominating committee has compiled the following slate of candidates:

Chair—Jayne Leone,
Vice Chair Section Affairs—

James Persuad

Vice Chair Programs—

Robert Gottel

Vice Chair Membership—

Jim Walker

Treasurer—Mark Ehrlicher

Secretary—Michael Barclay

Section Directors—Maury Maurer

Ray Wick

(Peggy Bowling automatically will become Director in accordance with our Bylaws.)

Also, please consider volunteering to serve on a committee in the upcoming year. Positions are available to match your interests and the amount of time you desire to invest. If you have not been active in the business of your section, then perhaps the time has come to make your contribution. All welcome.

The ASQ Chicago Section's January 2004 meeting will provide attendees with ample networking opportunities, a good meal, perhaps involvement in some non-quality discussions, and a focus on the Training Institute.

Please arrive early to take advantage of browsing through the textbooks used by the Training Institute. Also on display will be various photographs of classes in session and the facilities at which classes are held. A number of teachers will be in attendance to answer any questions you may have.

After dinner, two Training Institute success stories will be presented by former students. Both will be Six Sigma case studies associated with the Training Institute's Six Sigma II: Laboratory class. The define-measure-analyze-improve-control (DMAIC) methodology used for each project will be reviewed. The degree of success of each project will also be discussed. As they are presented, it should be interesting to note the similarities and differences between the projects.

Please plan to attend this meeting on January 14, 2004. The meeting will be held at Steven's Steakhouse in Elmhurst, IL. This is an opportunity not only to learn about the Training Institute, but also to interact with fellow members.

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Happy
New
Year



Advance Session: Surviving the Supplier Challenge

Speakers Will Be Leo Barry and David Burns

Today, the pressure on manufacturing is driving purchasing departments to locate the lowest cost producer. In many cases, this is half a world away. As suppliers move out of local markets it becomes ever more challenging for the quality organization to review the incoming product and identify issues before being integrated with more costly components.

No one wants to add a defective 40-cent product to a seven-dollar assembly and have to scrap the part. The challenge is how to bring increased value to the organization. One way is to direct the responsibility back to the manufacturer. Are your suppliers using SPC and you still get rejects? How can you be sure the quality plan of the supplier is meeting your goals and objectives?

A presentation by Global Quality Information Solutions, Inc. will show you how to drive the responsibility for maintaining an effective quality system back to the manufacturer.

You will learn how to:

- Increase your ability to identify quality issues before product leaves the supplier
- Add value by reducing transportation costs of off quality product
- Prevent off quality product from being integrated into more expensive assemblies

It is possible! Speakers Leo Barry of Knowles, LLC and David Burns of Global Quality Information Solutions, Inc. will demonstrate how to reduce cost and improve the quality of product at the supplier level by identifying how to manage an effective quality plan.

WANTED: ENGINEER MENTORS & JUDGES

The 2004 Future City Competition is once again being held in over 30 cities across the country. This annual competition is held for 7th and 8th grade students to foster interest in engineering, math and science through hands-on computer modeling, essay writing, oral presentation and model building of the students "Cities of the Future". Schools from Chicago and the suburbs annually participate in this event.

VOLUNTEERS are needed to help plan the competition, be an engineer mentor to a school or be a judge for the competition in January. Planners are needed to work with the schools, help sign up volunteers and help with mailings and press releases. Engineer mentors will work with the students in an

advisory role. They will visit their school 6-10 times throughout the competition, answer questions and guide the students. Judges are needed for two Saturdays in January to score the students work. Information sessions will be held to assist the engineer mentors and judges in their responsibilities and to answer questions.

Please contact Don Wittmer at (312) 930-9119, dwittmer@hntb.com or Aruch Poonsapaya at aruchp@sbcglobal.net to sign up or to get more information. This is a great opportunity to influence and encourage the engineers of the future.

Attention Readers:

Subscription to the newsletter is provided as long as your membership is registered with the Chicago Section. Your address and other contact information is maintained at the ASQ headquarters. Please contact them with any changes at:

ASQ

P.O. Box 3005

Milwaukee, WI 53201

or call Customer Service @ 800-248-1946.

The newsletter will be issued for: September, October, November/December, January, February, March, April/May, and June for the 2003-2004 year.

Submissions to the newsletter are encouraged. You may send them to: newsletter@asqchicago.org

We Value Your Opinion—Coming Soon

Table Topic Discussions

Per your request, via the surveys completed at the Chicago Section General Meetings, **Table Topic Discussions** will be implemented at upcoming dinners. This exercise will provide additional opportunities to share information and real life experiences that may offer solutions to some of the challenges faced in the quality profession. While these discussions will also serve as an icebreaker and encourage quality dialogue, the Advanced and Main session speakers will continue to be the focus of the dinner meetings.

If you have a topic you would like to suggest or would like to be a facilitator, please forward information to Amoirie4@aol.com.

Networking By Norm Peplow

Today it is a challenge to find a new job. Many positions are not listed in the newspapers or posted on the WEB. They are part of the hidden job market that are usually filled by word-of-mouth referrals. Here is where networking plays a role.

Networking is the process of using business and personal contacts, people you know, to help find jobs in the hidden job market. Your contact list may include anyone you know, including:

- Friends and relatives
- Business contacts
- Business executives
- Church members
- Former employees or employers
- Professionals (example, Drs., Dentists, etc)
- ASQ Members

Your network should keep growing as you progress, and it should be maintained in a card file or computer database. Your network should be built as an ongoing resource for your job search and later personal and professional use.

Some Networking Basics

Networking can take place at meetings, one-on-one conversations, by the phone, or on the computer. But preparation is the key when starting. Following are some basics of the process:

1. Conduct a self assessment of your strengths and weaknesses.
 2. Determine what kind of job you want or are looking for
 3. Develop a short one to two minute speech that concisely summarizes your goals – be targeted
 4. Do not ask contacts for a job; do ask if they know someone who may be able to help or know of an open position – be referral centered
 5. Be proactive, stay organized and track your networking meetings
 6. Follow-up with thank you notes to let contacts know how much their help meant
- Networking takes dedication, patience and time to work.

How the ASQ helps members

The Chicago Section Job Networking committee has a monthly listing of job opportunities in the Chicago area available via E-mail, fax, mail and at general section meetings. They also provide employers a listing of candidates from the Chicago Section who are looking for work. To take advantage of this opportunity, contact Luke DiSilvestro at jobs@asqchicago.org. Additional information is available on the ASQ Chicago website at asqchicago.org. Networking is encouraged at monthly meetings, so take advantage of this opportunity.

ASQ Headquarters offers to ASQ Members a Career Center. This provides job search and listing and resume posting through Boxwood Technologies. Contact ASQ Headquarters at 1-800-248-1946 or visit the asq.org website for more information.

ASQ Student Membership is Available By Tricia Case

It was my pleasure to meet Phil Edmunds, ASQ Sales Manager, while attending the Quality Exposition in Rosemont this past spring. Since I want to suggest my daughter become involved with ASQ, I had posed questions regarding student membership as most professional organizations offer students a reduced rate and I was unable to find information in any of the literature that I had received from ASQ. Phil listened to my request and as promised he researched the topic and promptly got back to me with some answers. He found the link for student membership and he wrote regarding my daughter who attends Ohio State University, "I'm sure like many of the larger universities there might be an ASQ student chapter. Membership is only \$25 so we encourage her to join." The link is <http://www.asq.org/join/>. As a quality professional I would encourage any of you with college age or adult children to consider inviting them to become part of the quality revolution. And a big 'thank you' to Phil for his help.

Student Branches

ASQ currently has 70 student branches throughout North America. Branches are established to promote the understanding of quality tools, concepts and philosophy and how to apply them to academic life and career endeavors. Because student volunteers play an integral role in managing the student branch (as chair, vice chair, secretary, etc.), students also have opportunities to gain valuable leadership and organizational skills.

Overseen by the student branch counselor (a faculty member of the school and a member of ASQ), student branch membership is open to enrolled student members of the Society. Full time students in all disciplines are encouraged to join ASQ for only \$25 a year.

To find out if the student branch at your college or university is active, please contact the Section Relations department at ASQ headquarters at sectionrelations@asq.org.

Book Review – First, Break All the Rules By Jeff Sharp

This book, written by two Gallup Organization leaders (Marcus Buckingham and Curt Coffman), is based upon their research concerning what separates a great manager from just a good one. The study spanned across a great many companies and included 80,000 interviews. Conclusions based upon this research challenge conventional wisdom and instruction on how to best manage employees. One of the most prominent tenets in the book states that each employee does not have unlimited potential; you cannot fix employee weaknesses, only capitalize on their strengths. Further, the authors advise managers to “quit trying to be fair to all employees in the time you spend with them, but rather spend the most time with your highest performers”. You should not do unto others as you would like, but rather should ask the employee what they want and how they prefer to be treated. You should then adapt your management style accordingly. Buckingham and Coffman’s findings indicate that the particular company and benefits it offers has much less to do with employee happiness than the way in which direct supervisors treat them.

Conclusions drawn in the book have been consolidated down into 12 questions that managers and supervisors should ask all of their employees. They should then develop action plans based on employee responses aimed at achieving improved scores over a several year period. The five point scoring goes from strongly disagrees to strongly agrees and then may be averaged amongst the department or work group. The authors use a mountain climbing analogy or metaphor to categorize the questions. The base camp of the mountain can be summarized as “What do I get from the job”. The specific questions are “Do I know what is expected of me?” and “Do I have the materials and equipment to do my work right?”.

Camp one type questions can be summarized as “What Do I give?” and include; “Do I have the Opportunity to do what I do best every day?”, “In the last 7 days, have I received recognition or praise for doing good work?”, “Does my supervisor or someone at work care about me as a person?”, and “Is there someone at work who encourages my development?”.

Camp two questions can be summarized as “Do I fit?”. This is further characterized as; “At work, do my opinions seem to count?”, “Does the mission of my company make me feel that my job is important?”, “Are my co-workers as committed to doing quality work?”, and “Do I have a best friend at work?”.

The final camp three questions can be summarized as “How can we get better?”; “In the last six months, has someone talked to me about my progress?” and “In the last year, have I had opportunities to learn and grow?”.

You will need to read the book to better understand the intent of each question. The authors found that employees place different values on each stage of their job assimilation, but uncertainty pushes us all back down the mountain. You may burn out if level one needs are not met even when higher levels are satisfactory. “Great” employees, meaning those who attain the best company performance metrics, spend a lot of time on the first six questions. Buckingham and Coffman define employee talent as a recurring pattern of behavior that can include striving, thinking, and relating. The authors assert that these are unteachable talents, as opposed to skills.

The book should stimulate new thoughts for all managers and I would recommend it, even if you or your company does not intend to perform the actual surveying of your employees.

Simon & Schuster; 1st edition (May 1999) - 255 pages

Stakeholders Dialogue Held By Lela Perteet

The Stakeholders’ Dialogue Session was held on November 19, 2003 at The Management Association of Illinois facilities located at 1400 Opus Place, Downers Grove Illinois.

The format was the Living Strategy Café, facilitated by Rebecca Marquardt & Paul Borawski from ASQ headquarters. Twenty-seven members attended which included the following:

Committee Members— Robert Gottel, Jayne Leone and Lela Perteet

Board members— Ray Wick, Jim Walker, Tricia Case, Andie Lutian, Rama Shankar, Robert Gottel and Lela Perteet

ASQ members— Hilda Fischer, Alan Wachs, Eric Jakubowski, Rosa Sora, Gary Karaszewski, Pratap Mehta, Jim Savage, Nobel Chen, Dupe Hughes, Steve Kipfer, Jim Concannon, Scott Tonk, Diane Ferrari, Emil Pyk, Keith Poole, Mukund Parikh, Ken Audino, Dan Burrows, Ken Hamel and Jeanette Bordelon.

Highlights of discussion included the following comments:

- ASQ needs to speak the language of Professionals – in terms of the “Economic Case” and/or the Bottom Line Results (ROI)
- ASQ should develop a risk analysis for companies to use to

evaluate the true cost of quality

- Our target market has shifted to “Top” management (instead of change agents as in the past)
- Quality must be part of the critical path
- Education that speaks to specific markets
- Better job marketing the “Profession”
- The quality function is changing rapidly and being spread out rather than centralized. Crosspollination is occurring – the quality function is being “absorbed” by other departments.
- Is Quality a philosophy or profession?
- Is there a difference between the quality department and the training department?
- Quality dispersion is resulting from the quality movement
- Are we quality professionals or professionals practicing quality?
- If quality is to survive and prosper, its value needs to be understood by top management
- Management needs to listen to and understand the “voice of the customer”

(Paul & Rebecca are currently compiling the suggestions and recommendations discussed by the Chicago Section members.)

Certifications Earned

Thanks to the following people who served as proctors for our most recent round of exams: Dave Kroman, Mark Ehrlicher, Lisa Royal, Bruce Wederking, Huy Doan, Tim Surratt, Al Javier and Christopher Trent. Chief Proctor: Hari Soni.

Congratulations to the following:

Certified Mechanical Inspector ...

Raymond Prendergast and Hitesh M. Kansara

Certified Quality Manager... Richard D. Heller,

Tom Gonzalez, Pamela R. Mason, Willibert Fabritius, Benjamin Edward Mattox and Edward Kajiwara

Certified Quality Technician...

Umesh N. Patel and Catherine Jean Menke

Certified Six Sigma Black Belt...

Jeffery M. Sharp, Alan S. Mendelssohn, Chad A. Marek, David J. Buettner, Prakash S. Anturkar, Joanna Marienhagen, Jerry M. Laverdiere, Kathleen J. Dobbels, Gary J. La Forte, Gregory G. Smith and Theodore E. Squires.

<p>January 14 General Meeting Agenda:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;">5:30-6:30 p.m.</td> <td>Check-in</td> </tr> <tr> <td>6:00-6:30 p.m.</td> <td>Advanced Session</td> </tr> <tr> <td>6:00-6:45 p.m.</td> <td>Section business meeting</td> </tr> <tr> <td>7:00-8:00 p.m.</td> <td>Dinner</td> </tr> <tr> <td>8:00-9:00 p.m.</td> <td>Main program</td> </tr> </table>	5:30-6:30 p.m.	Check-in	6:00-6:30 p.m.	Advanced Session	6:00-6:45 p.m.	Section business meeting	7:00-8:00 p.m.	Dinner	8:00-9:00 p.m.	Main program	<p>Location: Steven's Steakhouse 476 N. York St. Elmhurst, Illinois (630) 834-6611</p>
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Directions: From the north or south, take I-294 to W/I-290. Head west toward Rockford only 1.3 miles. Now take Exit 12, US-20 W/Lake St/York Rd. Turn right on York for 0.35 miles.

Cost: Preregistered members, \$25; preregistered nonmembers, \$30; (Price on night of the dinner for walk-ins: members, \$30; nonmembers, \$35)

- **Registration by phone:** Make your reservation by calling 847-358-7000 by *Friday, January 9, before 5:00 p.m.* Leave a message as directed if no one is available to take your call. Please include your name, company name, whether or not you are an ASQ member, a return phone number, whether or not you are bringing guests, (and if so, their names and membership numbers if applicable). You can also save some time at the registration table by including your credit card number with your phone registration. Visa, MasterCard, and American Express are accepted. *The Discover card is not accepted.*
- **Registration on-line:** Go to <http://asqchicago.org/onlinereg.htm>, complete the required information.
- **Registration by FAX:** Use form below.
 (Registrations received after the deadline are subject to availability. If you wish to attend without dinner, there is no charge. Additionally, special provisions are available for unemployed members. Address questions to James Persaud at 847-841-3039, or by e-mail at james.persaud@knowles.com.
- **Dinner:** Will be served family style and vegetarian selections are available.

Fax Registration Form for January General Meeting at Steven's Steakhouse in Elmhurst

Name: _____ Company Name: _____

Return Phone Number: _____ Membership Number (if applicable): _____

Number of Reservations: Member _____ Non-member: _____

Additional Requirements: _____

Fax your form to ASQ at: 847-202-0590

Career Phases-Make Them Count

By Maury Maurer

Most of us need 40 years or more of gainful employment. At one time a young person could get a job with a stable company, loyally work for the company his entire working life, and retire from it with good will and an adequate pension, and maybe a gold watch. That was my father-in-law's experience with Westinghouse. Not so any more. Most of us can attest to that. Therefore, it behooves us to improve our portfolio of capabilities and our network of associates as we go through our working life. Perhaps of more value than is immediately obvious is the training and certifications that can be obtained through ASQ resources and activities. I believe we should work to be good in a specific area but not to become as narrow or proprietary as to put ourselves out of the market if there is some shift in emphasis. If you are currently in an obsolete or "program-du-jour" job, prepare for the next one. Your experience in old technology might be useful in a segment of a current market.

Today, it seems that employees in professional quality areas that find themselves unemployed, market themselves in consulting or training. This seems to work with some success. I am reminded of story. A king wanted to leave a wise legacy that would live on through generations so he gathered his wise men and philosophers together to develop this legacy. After some time they came back to the king. They had found a simple statement that would be timeless: "This too shall pass." I would suggest using the interim activity as a ladder rung to what might be the next area of focus, for "This too shall pass."

Upgrade to Senior

By Ed McCarthy

To be eligible for the grade of SENIOR, at least three of the following four requirements must be met:

- 1) Ten years professional experience (any field) of which up to four of them may be satisfied by educational or vocational training.
- 2) Be a member in good standing of the ASQ and a member of the Chicago Section for at least one year prior to application for advancement.
- 3) Have qualified in any one of the following areas: a) Actively working in the quality field for no less than the past two years, b) Teaching quality or related arts or sciences for the past two years, c) Be a Senior member or comparable grade in another professional association.
- 4) Holding ASQ certification.

There is a four page application process and an approval process but that should not discourage you from upgrading if you qualify. I will get you through it.

THERE IS NO ADDITIONAL MEMBERSHIP FEE FOR THE GRADE OF SENIOR. Yet, there are additional benefits and recognition. They are:

- 1) A Senior Member certificate, card, and lapel pin
- 2) Recognition of your achievement through an announcement in ONQ, ASQ's quarterly newsletter and an announcement in our Section Newsletter.
- 3) Special Senior Member name badges at ASQ events that you attend.
- 4) Your choice of one extra benefit journal or one division, free of charge, as part of your Senior Membership benefit package.

This spring we will begin an upgrade drive. Applications for advancement to Senior will be distributed at our section dinner meetings beginning in 2004 and collected at dinner meetings as well. You will need to attend at least two dinner meetings to have your application considered. But, the food is great, the company wonderful and the memories, forever.

Be flexible, be current, it is surprising where you can find jobs. Some of them are better than you had.

After some 40 years of employment we should have gathered more than Social Security, a 401k and a basketful of "things." Again—a story. One time long ago when a great king, the ruler of a very prosperous nation, came to the end of his life, his son became king.* The people asked for relief from some of the burdens that the old king had required of them. The new king asked advice of two groups of people. The first was the old men and the second was the young men. The older men had an insight and knowledge from years of experience to give him. However, the young king chose to ignore the advice of this group and the result was that most of the nation rebelled and the kingdom was divided, never to regain its former prosperity. We don't want that to happen here. We should have gained insight and knowledge in resolving situations along the way. When we reach retirement years we are given more liberty as to what we choose to do with our time and the experience we have gained. We won't take it with us. It is particularly rewarding, even without financial gain, to use these assets in helping establish our culture and nation. Our advice may not always be wanted or sought but we should find a niche where it can be used for the general welfare of our nation, even if only in our little corner. I believe that the worst things we can do for our own welfare, as well as the general welfare is to; 1) do nothing, or 2) indulge ourselves in self-serving activities. Both of these turn our focus inward. Find or develop, and fill a niche where you can apply your resources in something solely for the benefit of others. Experience the satisfaction and inhale the new horizons!

* 1 Kings 11:43

RECERTIFICATIONS: Congratulations to the following individuals...

George Klimaitis, Jeffery Romano, Kenneth Dow, Ralph La Brack, Walt Harding, John X. Li, H. Gary Grewal, Lisa Bergen Ohm, Carol Toman, Raymond Carrion, Keith A. Miller, John Fudacz, Francis Pearman, Jose Amadeo Zamudio, Kathleen Krahn, Stephen Notter, Robert Cronwell, Charles Daniels, Donald Ditmars, James Concannon, Naresh Nohria, Jacek Palinski, Charlie Heitz, Everette Motley, Rico Parro, Bryan Flynn, Meta Brown, Jacob Padrul, Fred Kozokar, Lisa Karlsson. These Chicago Section members have demonstrated they have "the right stuff."

If your certs have a June '03 or December '03 expiration, you can send your journal to me anytime soon. Call me if there are questions or concerns. That's all folks. —Ed McCarthy (contact me at emccarthy@methode.com)

Crerar Library By Robert Gottel

Membership offers us instant access to all the books in the Crerar Library (and all of the University of Chicago libraries) by visiting the library in Hyde Park.

Crerar Library is willing to accept gift books on the subject of quality. The Section could donate books on quality that are not readily available at local libraries. This would be a real expansion of information and research on quality available

to our members.

Membership also offers us:

- Access to the magazines at the U of C libraries
- Access to the full-text articles from electronic magazines available in the U of C library system.
- Two examples of expensive journals available on the system are "Quality and Reliability Engineering," and "Total Quality Management."

I have used U of C and Crerar's library facilities several times. Most importantly, I have used material of U of C's library to develop the CQA review class. I was able to get specialized research on the actual behavior of 240 auditors. I found the material absolutely essential in generalizing my auditing experience in the development of the class material. I've also used the library to research various quality issues.

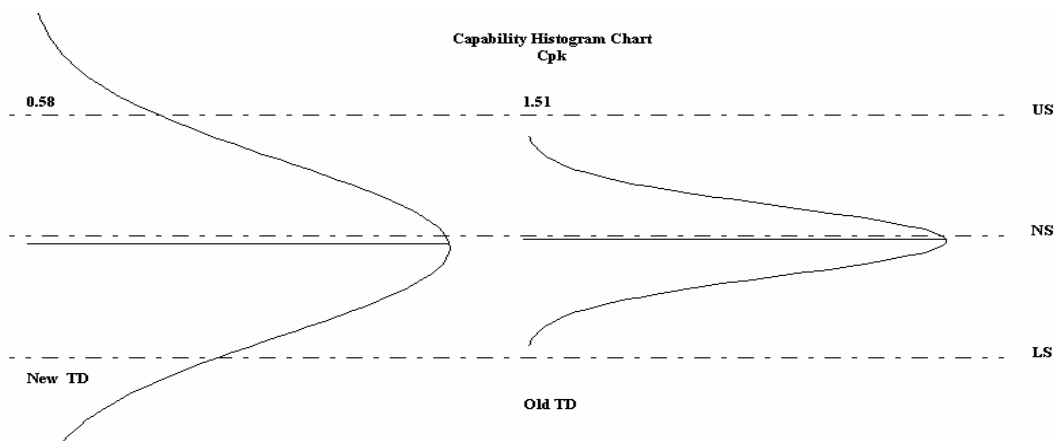
Six Sigma By Wayne Tollefsen

January 2004 marks the beginning of a new column in the Chicago Section Newsletter. The focus of this column will be a presentation of a case study in which a company learned and applied the methodology and techniques of Six Sigma to one of its key manufacturing processes. The case study will clearly demonstrate the power of, and the broad-based benefits to be derived from, the use of statistical thinking and methods for quality and productivity design and improvement. Throughout the case study, the Process Improvement (PI) Team will have an opportunity to use many tools from the Six Sigma toolbox as they seek to reduce defects, increase customer satisfaction and show a positive return on investment. The story is real, and the results are dramatic.

The Dilemma

A certain manufacturer of gaskets for automotive and off-road vehicle applications awoke one morning to find that a major customer had significantly tightened the bilateral specification on the overall thickness (TD) of a hard gasket used in automotive engines. Although the process demonstrated acceptable capability to the current specification, process capability to the new specification was unacceptable. Figure 1 below illustrates the difference in process capability between old and new specifications. The data used to calculate both process capability indices below remained the same; only the specification limits changed by a factor of 2.

Figure 1



The first reaction of the gasket manufacturer was to negotiate with the customer to obtain relaxation of the new specification. When efforts in this regard failed, the relationship between customer and supplier became somewhat strained. At first, the gasket manufacturer thought that if he waited long enough, the automotive company would eventually be forced to loosen the requirements and purchase the existing product. However, as time went on it became clear that some positive steps would have to be taken in order to restore the process capability to its previous level, that being Cpk = 1.51. But what should be done? And by whom? As George Box is fond of saying 'What do we do now?'

Next month we observe how this troubled company begins its journey toward achieving Six Sigma quality. Looking forward to seeing you then.

Best Regards to All,
Wayne Tollefsen

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Scheduled Programs for 2003-2004 <i>Do you have questions regarding the meetings ? Please contact James Persaud at: 847-841-3039 Registration information and FAX form is on page 5 And when your newsletter isn't at hand visit us on the web!</i>	Date	Location	Program Topics Main Meeting / Advance Session
	September		Lean Manufacturing/ Presentation of the Chicago ASQ and SPE Boards
	October		Personal Quality Improvement/ Recognition and Awards
	November		Macro-Asset Perspective/ Implementing an Effective Reliability Program
	1/14/04	Steven's Steakhouse Elmhurst	Education Night by the Training Institute/ Surviving the Supplier Challenge
	2/11/04	Manzo's, Des Plaines	Job Panel/ Preparing for the Unexpected
	3/10/04	Maggiano's, Oak Brook	Building Personal Resilience/ ISO/TS 16949
	4/14/04	TBA (Joint session with Illiana Section)	Quality Software Creation/ Stress Management
	6/04	TBA	Joe Lisy Awards Dinner