



**HAMPTON
ROADS,
VA,
SECTION
1114**

The Global Voice of Quality™

Mission Statement

Our mission is to promote interest in the quality profession within the local community and support the continued professional development of our members through education, networking and sharing of resources.

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2010-2011**

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CONTACT US WITH
IDEAS,
QUESTIONS,
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**SECTION BASICS
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2007-08**

**AMERICAN SOCIETY FOR QUALITY
Section 1114 Hampton Roads Newsletter
WINTER 2010-2011**

We wish You a Happy New Year!



**WELCOME TO OUR NEWEST
SECTION MEMBERS!**

**Frank Golden
Dana Grizzle
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Valerie Link**

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The Global Voice of Quality™

Five New Year Resolutions for Top Management To be implemented year-round

By Miriam Boudreaux

As printed in the Quality Digest, 12/21/2010

Most of us set new resolutions every New Year. Whether it is losing weight, exercising more (always the top resolutions), or finishing a degree, we all recognize that a new year and the chance of a fresh start is a powerful combination to motivate us to achieve those goals.

So why not apply the same factors to top management by setting New Year's resolutions that will drive fundamental and needed improvements in your organization? If you agree, then let's look at five resolutions that should be at the top of the list for any manager who seeks to finally move his organization a little closer to world-class quality.

The resolutions I propose go a step further from the average "we all need to improve" type of goals. These resolutions seek a fundamental change in your behavior as a leader and part of your organization's management team so that deep-seated improvement can actually happen. Just like a person who wants to lose weight needs to change her behavior toward food, top management needs to implement these resolutions so that world-class quality can be achieved.

Let's get started.

Start with the basics: metrics

Most organizations nowadays have some kind of objectives, metrics, or key performance indicators that are used to measure a certain area they want to improve. Whether those are only related to sales or have been established for several functions of the organization, having metrics is a fundamental and basic step to measure improvement. The old premise "If you don't measure it, how do you know you are improving?" holds true for any organization. So if yours doesn't have any metrics to gauge improvement, then I suggest you start with this basic principle as your New Year's resolution. Because setting up metrics depends largely on your organization's processes and what may be critical in your business, I will not propose any particular form of measuring for now. Just keep in mind that you need those gauges, or you won't know if you are going in the right direction or have reached your desired level of improvement.

Involvement of people

Bring relevant information out from the closed conference room and give access to the knowledge-hungry employees in your organization. You must engage all employees in your continual improvement efforts—from shop-floor employees to accounting and human resources—if you want your organization to truly improve. Organizations where only a certain group of employees control information cannot expect consistency in their improvement efforts.

For example, do your internal audits always involve the same managers, and have the same employees been conducting the audits and visiting the same departments for years? Are there an exclusive few employees responsible for "fixing" problems? If this is the case in your organization, take action and get other departments and more people participating. Don't be shy about asking your internal or external auditor to include different departments, focus on another process, or select other employees to conduct the audit. This isn't just to keep people on their toes; it's actually letting people know that they function as an important part of the whole organization.

Likewise, if your management meetings are always attended by the same people, make an effort to invite others, perhaps engineers or supervisors, and give employees a chance to explain their objectives, accomplishments, needs, or challenges.

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Likewise, if your management meetings are always attended by the same people, make an effort to invite others, perhaps engineers or supervisors, and give employees a chance to explain their objectives, accomplishments, needs, or challenges.

An example in the opposite direction is being noncommittal. If no one in your organization issues corrective actions, preventive actions, or addresses nonconformities except your quality department, then you truly need to make an about-face. You and your entire staff must get involved instead of relying on the “experts” to come up with solutions. You will be surprised by the opportunities for improvement that you have been missing. Through training, encouraging participation, requesting volunteers, and even giving a little push, you may find employees waiting in line for their turn to make a difference.

Use leading indicators of customer satisfaction

If your No. 1 way of seeking customer feedback is through customer complaints, quantity of products returned, or the amount of money gone toward crediting accounts, then you are measuring customer satisfaction through lagging indicators. You need to shift your focus from being reactive to proactive by using leading indicators of customer satisfaction.

Customer surveys are proactive and a favorite method to obtain customer feedback, but surveys certainly aren't the only way. If you send out customer satisfaction surveys but less than 10 percent respond, don't be complacent. Go back to the drawing board and think of other ways to learn what your customer wants.

There may be many ways to seek customer feedback ahead of a complaint, and those methods depend largely on your industry and processes. Only when you and your employees put your heads together will you be able to think of these options. Remember, your goal is to keep those customers happy and anticipate their needs and requests. So your resolution should be to seek indicators that will tell you what to do to excel in your products and services. Once you do that, then you can finally say that you are living up to your quality policy statement that is probably similar to “meet or exceed customer satisfaction.”

Promote the use of root cause analysis tools

Imagine a customer returned one of your products because the cable was too short and your way of handling the problem is to say, “Let's not waste our time in research; let's just get the right size cable, fix it, and send it back.” Or imagine an operator forgets to close a valve before starting a machine, which causes a breakdown after a few minutes, and you tell the supervisor, “Talk to the operator, see what happened, then fix it—and make sure he is reprimanded.” If you identify with one of these scenarios, then chances are you have recurrent problems in your organization. How do I know? Because when you don't take the time to investigate the root causes of problems, they are bound to happen again.

As a manager you may be thinking, “Too much talking but not enough doing.” But believe me, you need to give your employees the time to get together and find the underlying reasons why a problem occurred and then figure out how to prevent it from happening again. You must ensure that improvement process or preventive actions are implemented so that the system does not generate the same mistake.

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If you are serious about improvement and achieving world-class quality, then you as the manager and leader must allow your employees to learn root cause analysis techniques. Give them the time to solve the problems correctly, and support their efforts. If you are not enabling your employees to conduct a proper investigation and only perform a quick fix, you are promoting repairs based on symptoms, not real causes. You are basically telling employees that the tip of the iceberg is all that matters, not what lies beneath.

So next time you see a problem, encourage your team to solve it the correct way. You will not only see a reduction in mistakes but you will also see a rise in teamwork and peer communication.

Management commitment

Leaders must demonstrate quality excellence by their own actions. You as the leader must show that you are 100-percent committed to your quality management system (QMS). Management commitment goes beyond having the signature of the company's president on the quality policy, it goes beyond the president attending the management meetings, and it goes beyond the president signing every procedure.

So what do I mean by commitment to the QMS?

It means that you as top leader are actually talking the talk. It means you know of all the tools of your QMS. It means that if you are in a meeting and John says, "Let's research a new software tool for our sales," then you will say "OK, let's record it as a preventive action; let's use our preventive action system to make sure it gets accomplished." Any time an opportunity for improvement is discovered, further investigation must be supported by top management using the tools and following the procedures outlined in the organization's QMS or a continual improvement program (CIP). Whether you are having a discussion in a meeting, on a conference call, or just talking at the water cooler, management must instigate action. Ask, "Are we going to open a non-conformance report, a CIP, or a computer-assisted report so that somebody takes charge of this?" Understand what the objectives are and hold your employees accountable to them.

If you as a top manager don't support, use, and promote your QMS or CIP, then no one will. This is a fact. Don't put it on the quality department to be the sole driver of quality measures. Take the wheel and show that you as part of top management are fully committed to the system in place.

These five resolutions can help top management bring their organizations closer to their goals. If you think this is micromanaging, think again. This is simply a reminder that the QMS or CIP that took so much effort to put together should be used because it truly can become the foundation to achieving world-class quality... with the leader in the driver's seat.

About The Author:

Miriam Boudreaux is the President of Mireaux Management Solutions, a consulting firm headquartered in Houston, TX. Mireaux's products and services encompass ISO consulting, ISO Training, Internal Auditing, implementation of the Web-Based QMS platform and electronic QMS hosting.

Miriam holds a B.S. and a M.S. in Industrial Engineering. She is a certified QMS and certified ISMS Auditor, as well as a Certified Quality Engineer (CQE) and a Certified Quality Manager. Miriam has served as an Examiner with the Texas Award for Performance Excellence and has also been a speaker at International Conferences.

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Before venturing on her own, Miriam held executive positions in Quality and Engineering. She successfully led her companies through ISO 9001, ISO 14001, QS 9000 and TL 9000 certifications. Besides her current position as President and head consultant of Mireaux, Miriam also provides her auditing services to a major international ISO registrar.

To get in touch with Miriam Boudreaux please contact her at miriam@mireauxms.com

The Global Voice of Quality

ASQ Unveils New Brand Strategy:

*Brand initiative is designed to raise the voice of quality
in ASQ Section 1114 Hampton Roads, VA, and around the world*

Hampton Roads, VA , 22 December 2010

ASQ, the world's largest network of quality resources and experts, is refreshing its brand to better reflect and highlight the difference quality makes in the world and the global scope of its membership. The new brand strategy, which includes a new tagline—The Global Voice of Quality™—is designed to raise awareness of the global scope of ASQ as a quality community and to amplify quality through the commitment of millions of its diverse quality experts around the world.

ASQ chose to debut the new brand in November, which it—along with other global organizations and ASQ World Partner organizations—is celebrating as World Quality Month. With members in 150 countries, ASQ has the opportunity to join in the celebration of the commitment and passion of quality around the globe. To find the latest quality events, visit www.asq.org.

The new brand is the result of intensive research by and among ASQ members. ASQ analyzed member feedback on where the quality movement is headed, and what ASQ should stand for.

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“Our brand promise is that ASQ joins you with a global network of the best quality resources and experts. You’ll find in our world the ideas and tools you need to improve yours,” says David Spong, ASQ president. “Now is the time to step forward to achieve the aspirations for what quality is, does and what it can be in the 21st century.”

As part of the effort to raise the global voice of quality, ASQ has developed several programs and initiatives.

Adding New Voices Program

ASQ has introduced a new program called Adding New Voices. In the spirit of the new brand, it allows 5,000 members to nominate a friend or colleague to receive the gift of a six-month, no-obligation membership. Adding New Voices allows ASQ members to further grow ASQ’s network of diverse quality champions around the world, to continue to build the future of quality.

Influential Voices and View From the Q

ASQ has launched a new blog initiative called Influential Voices. The “voices” are a group of ASQ members who are passionate about improvement and are active in social media. The voices of these members—part of ASQ’s global community of quality experts—will be amplified in the new “View From the Q” blog. Paul Borawski, ASQ executive director and chief strategic officer, will add to the online quality conversation through this channel. As host of “View From the Q”, Borawski will prompt discussions on the latest quality trends and topics. ASQ invites the quality community to visit <http://asq.org/blog/>.

About ASQ

ASQ is a global community of people dedicated to quality who share the ideas and tools that make our world work better. With millions of individual and organizational members of the community in 150 countries, ASQ has the reputation and reach to bring together the diverse quality champions who are transforming the world’s corporations, organizations and communities to meet tomorrow’s critical challenges. ASQ is headquartered in Milwaukee, Wis., with national service centers in China, India and Mexico. Learn more about ASQ’s members, mission, technologies and training at www.asq.org.



The Global Voice of Quality™

ASQ's and Jefferson Lab's Bruce Lenzer Receives Value Engineering Award



Bruce Lenzer, an ASQ member and member of Jefferson Lab's Quality Assurance and Continuous Improvement team, accepts the Lawrence D. Miles Founders Award from David Wilson, the president of SAVE International, at the organization's annual conference in June 2010.

*As printed in **On Target**, Thomas Jefferson National Acceleration Facilities newsletter, July 2010:*

Bruce Lenzer, a member of Jefferson Lab's Quality Assurance and Continuous Improvement team, received a prestigious award in June 2010 from SAVE International at the organization's annual conference in California.

The Lawrence D. Miles Founders Award is given in honor of the "Father of Value Engineering," Lawrence D. Miles. Miles founded SAVE International; formerly known as the Society of American Value Engineers. The Founders Award is the highest SAVE International award given for technological achievement without regard to membership status or grade. The scope of this award covers all endeavors related to the promotion and advancement of the value discipline. According to the society's webpage, those receiving this award "must be nationally recognized as having created a technological advancement or achievement, so that it is widely adopted for use by others in industry or government."

In the organization's 50 years, this marked the ninth time the Founders Award has been presented.

Lenzer earned the recognition based on an innovation he created called the Hybrid Function Analysis System Technique to model business processes. He described it as a function-oriented precedent logic model which also interfaces process flow with functions depicted in a graphical format. According to Lenzer, this technique allows quality and value engineering practitioners the ability to diagnose process flow issues using a function logic approach.

Separately, he has also developed a tool that gives practitioners the ability to cost model these processes to better understand the impacts of time, cost and organizational interfaces. Both tools are being used by other Value Engineering practitioners and companies.

"Several successful projects have been performed using this technique," Lenzer noted. "Boeing helped one of their commercial airline services customers model its shop and line maintenance processes which resulted in saving \$30 million per year in resource efficiency and improved on-time performance."

While Lenzer said receiving the award was an honor, the best gratification for him was being able to give back to the professional organization and fellow practitioners – new tools and techniques to help their organizations and customers.

**Be sure to join us for Bruce Lenzer's upcoming Value Engineering Dinner Presentation!
(See page 8)**



Upcoming Dinner Presentation on Value Engineering by Bruce Lenzer

Wednesday, February 23rd, 2011 at Kelly's Tavern, Hampton, VA

Does your organization want to reduce costs and increase value delivered to customers? Join us for an enlightening presentation on Value Engineering and the Value Methodology with Bruce Lenzer. The Value Methodology is a systematic and structured approach to improving projects, products, and processes. Used to analyze processes ranging from manufacturing to services, the Value Methodology helps achieve balance between required functions, performance, quality, safety, and scope with costs and other necessary resources. Obtaining the proper balance results in maximum value.

Who: ASQ members and their guests.

What: Dinner presentation with your choice of any menu entree and non-alcoholic beverage.

When: Wed, 2/23/11 starting at 7 p.m. (feel free to arrive and network starting at 6:30 p.m.).

Where: Kelly's Tavern, 934 Coliseum Drive, Hampton, VA 23666-4235

How Much: \$15 cash (or check payable to ASQ Section 1114) per person "at the door."

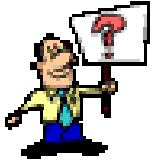
RSVP: by 2/21/11 to secretary@hamptonroadsasq.org with your name and those of any guests.

Bio for Bruce Lenzer

Bruce Lenzer, a Life Certified Value Specialist, has held a variety of technical, managerial, and advisory positions within Fortune 500 companies. He has served as Executive Director of the Lawrence D. Miles Value Foundation, and as President of Synergy Value Solutions, LLC based in Williamsburg, VA. He is Past President of SAVE International, the professional society representing the Value Methodology, and has served in various Executive positions within the society. He currently is serving as a Project QA Officer at the Thomas Jefferson National Accelerator Facility, Jefferson Lab, in Newport News. His extensive career experience constitutes a record of numerous achievements applying Business Process Reengineering, Quality, and Value Methodology tools, methods, and techniques in a number of commercial and government organizations. These applications have been successfully utilized in technology and industry sectors including scientific R&D, manufacturing, engineering, construction, petrochemical, technology, environmental, nuclear, computer, telecommunications, and electronics industries.

Bruce is a Senior Member of ASQ, an ASQ Certified Manager of Quality/Organizational Excellence, and Certified Lead Auditor.

<http://www.hamptonroadsasq.org/events.html>



Section Events:

Were You There on 12/15/10? —
for the informative, interactive, and entertaining dinner presentation Wes Foy delivered on how to implement a Quality Management System compliant with ISO 9001:2008.

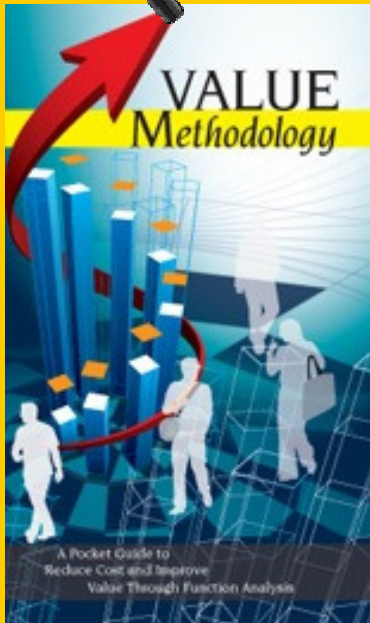
It took place at Kelly's Tavern Meeting Room, Hampton, VA, and was well attended by our members and guests.

Relevant & Noteworthy:



Value Methodology

*A Pocket Guide to Reduce Cost
and Improve Value Through Function Analysis*



This handy guide to the Value Methodology is published by Goal/QPC in their popular *Memory Jogger* format. Written by a team of subject matter experts that includes our very own ASQ section member **Bruce Lenzer** (see the preceding page) it provides a ready reference to the history, methodology, and application of the Value Methodology.

Chapters are included on establishing a Value Program; selecting projects; conducting a Value Methodology Workshop; and applying a Value Methodology Job Plan. Job Plan activities are described for both Workshop and Post Workshop phases.

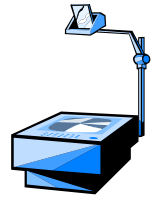
Also of interest are numerous appendices that provide a working knowledge of various techniques used in VM. These include the integration of Value Methodology and Lean (called Lean Enterprise Value or LEV); design for Manufacture and Assembly (DFMA); the Theory of Inventive Problem Solving (TRIZ); Tear-Down Analysis; Lifecycle Costing, and more.

***We will be raffling off a couple of free copies of this pocket guide
at Bruce's Value Engineering dinner presentation on 2/23!
(see the preceding page for event details)***

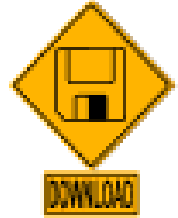


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Find Training Opportunities at:
<http://asq.org/learninginstitute/index>



Download Presentations from Past Events:
<http://www.hamptonroadsasq.org/downloads.html>

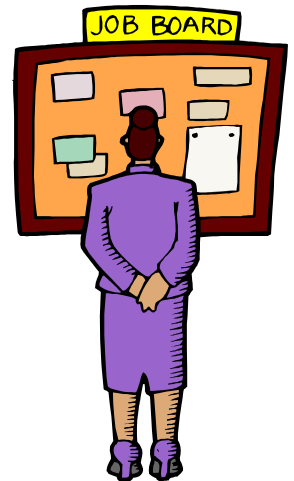


Check out job openings at:

<http://careers.asq.org/jobs#/results/>

Let members know about jobs at your company. Send opportunities to us at:

jobs@hamptonroadsasq.org



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