

- Jobhunters Corner
- Book Review
- Signatures

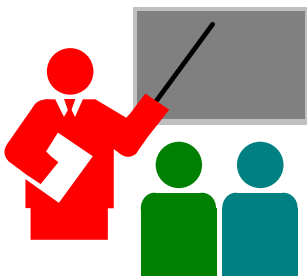
- Dinner meeting schedule
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- Section Library Listing

QualityMatters

July 1998

American Society for Quality Northern Virginia Section 0511 Volume 15 Issue

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Report from the MOP Study Group By Robert I. Wise, Ph.D. Study Group Moderator

The MOP Study Group meets monthly to discuss the topic of Measuring Organizational Performance (MOP). We are sponsored by ASQ Section 0511 and meet at the VSE Corporation in Alexandria VA. Contact the Moderator at 202-237-5268, box 4 for the latest announcement about the meeting topic. Below is a summary of our recent meetings.

May 1998: Quality Function Deployment and its use in organizational performance measurement.

Bob Ellis gave an excellent introduction to the topic of Quality Function Deployment (QFD) by making simple what sometimes appears complex. Bob is an ASQ member and an independent consultant/trainer (410-964-1757/410-715-3508; lsles@aol.com) who is associated with the Council for Continuous Improvement (408-441-7716). He emphasized that QFD has two goals: (1) to deliver the right value to the customer, and (2) to get better at delivering the right value to the customer. QFD is essentially a systematic approach to the design, development, and delivery of products and service based on customer requirements. It leaves little to chance in the effort to achieve customer satisfaction.

Bob's presentation focused on a tool set for QFD and how these tools can be used to align performance measures to meet customer requirements. He introduced us to the House of Quality as a framework for organizing the QFD tool set. These tools help an organization to identify customer requirements, convert them to process specifications for delivery. The Customer Input Table is used to translate customer requirement into product/service requirements. The Critical Characteristics Table is used to translate these requirements into product/service specifications. Product specifications are next translated by another table into Key Process Specifications. Toyota has developed QFD into a complex and useful process. Bob showed us how to use the power of QFD in a simple fashion.

June 1998: Balanced Scorecard Training Software

A year or so ago, the MOP Study Group devoted five meetings to the Balanced Scorecard, which is the current hot topic in measuring organizational performance. Then recently, one of our MOP speakers referred to a commercial CD-ROM product that teaches the basics of the Balanced Scorecard approach using an interactive multimedia software simulation. The MOP Group decided to have a look at this product and invited Pat Velandar, National Accounts Manager for Harvard Business School Publishing (703-506-3960; pvlender@hbsp.harvard.edu), to demonstrate the software.

Pat gave the MOP Group a live demonstration of this software, including audio and video, and explained some of its inner workings. The simulation begins by congratulating the user on being hired as the president of a small company that is having growing pains. The president is presented with a variety of performance indicators used in the company and is asked to make improvements in company performance. After some effort, the president realizes that the measures available are not doing the job. The Balanced Scorecard is introduced and the president gets to try again. The simulation is made realistic with memos, letters, voice mails, emails, and video clips. Behind the action is a mathematical model governing the relationship among all the measured variables and Pat took us behind the scene to show us the model. MOP Group members had an interesting discussion about the model and the relationships among the performance indicators.

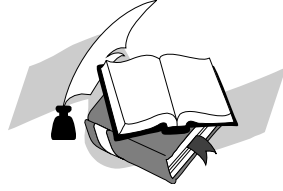
Bob Wise is a local ASQ 0511 member and an independent consultant helping organizations develop performance measures for strategic plans and process improvement. He specializes in the Balanced Scorecard approach. He can be reached at SystemWise Consulting, 202-237-5268

American Society for Quality

Northern Virginia Section 0511

From the Editor...

The 1998-1999 membership begins with this issue. Please join us in welcoming the new board and section members. If you have any contributions of quality - related news in the Northern Virginia area or just comments in general, they would be greatly welcomed and appreciated. Please feel free to e-mail them to me at: Newsletter@asq0511.org or fax to my attention at (703)208-1214.

**ASQ Section 0511 199/1999 Organization****Executive Board Officers**

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Fax:	703-848-4495
Section Email:	Councilor2@asq0511.org
Councilor to the Board (Position 3):	Henry Kling
Home Phone:	703-360-9139
Section Email:	Councilor3@asq0511.org
Councilor to the Board (Position 4):	Harvey Shaw
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Work Phone:	703-892-2740
Home Phone:	703-892-8994
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Fax:	202-268-4012
Section Email:	Publicity@asq0511.org
Student Activities:	Mark Jones
Bus. Phone:	703-620-8267
Section Email:	Students@asq0511.org

Volunteers still needed!!! Additional volunteers are also needed for varying numbers of hours each month as committee-members of all standing section committees. Contact the Chair of the committee you'd like to volunteer some time with.

W E L C O M E ! ! !

**NEW SECTION 0511 MEMBERS AS OF
JULY 1998**

Sue Allison	Hans Baggendorff
Tim Bledsoe	Vicki Castaldo
Moe Chafai	Keven Haley
Francis Hopkins	Joe Jerome
Millika Krisnamurthy	William Maloney
Sarah Mowitt	Edward Murchie
Mishelle Noble	Monty Noblezada
David Reading	Nicola Rollins
Gerard Roy	Eric Scholz
Laranda Williams	Christine Wilson

TRANSFERRED IN AS OF JULY 1998

Altyn Clark,	Clarence Couser
Michael Coyle	Yvonna Fernandez
Steven Flowers	Dean Neptune
Abraham Rosen	Deborah Santucci
James Smith	

JOBHUNTERS CORNER *presented by:*

f-f-o-r-t-u-n-e®

Personnel Consultants of Middleburg

107 West Federal Street • Unit 9B
P.O. Box 885
Middleburg, VA 20118

Nicholas Croce is president of F-O-R-T-U-N-E Personnel Consultants in Middleburg, VA

The employment process is of interest to all of us. We may be a hiring manager looking for a new employee or we may be in search of a new job. Over the next few issues of the newsletter I will discuss various aspects of the employment process. Please send your questions or suggestions for future articles to me at xpa@aol.com.

More than anything else, I am asked "How does my resume look?". So that seems like a good place to start. Everyone needs an up to date resume at all times. "What for? I am not looking for a new job!". Although this is true for the majority of people, there are several reasons to keep a current resume on hand. For example your company may need it for a proposal or grant. Another often overlooked reason is the internal promotion. Sure, most of us are pretty happy where we are and do not want to change employers; however, that does not mean we would not want to be considered for additional responsibilities or a promotion within our current company. Are you sure your current boss is totally familiar with your background and career

accomplishments? Have you discussed your career plans with your boss? A good way of getting what you want is to start by asking.

The essential elements of a good resume are: demographics, career summary, skills, accomplishments, work history, education and certification. You want your resume to tell the reader about the salient points of your career. It is meant to get the reader to want to talk to you. Few of us have ever been hired sight unseen on the basis of a resume alone

Demographics are easy. You need your name, address and contact numbers. Make sure you include e-mail and fax. As for phone numbers, do not put your work number unless you are able to talk to a prospective employer from your desk. Make sure if you put your home number that the answering machine is working and that your announcement will reflect positively on you.

Career summary takes the place of a career objective that is more for entry level personnel. At this point in your career you want to put a brief statement describing that career. Make it brief. One or two sentences are sufficient. For example, "An accomplished quality manager with 10 years progressive experience in telecommunications".

The skills section is an extension of the career summary and provides in tabular form a synopsis of special skills you will bring to a new employer. This is where you list things like budgeting, personnel supervision, ISO 9000, statistical process control, etc. The skill table enables the reader to quickly understand what you know. It also serves as a keyword table for those companies that scan resumes into a searchable database. The skills table is a good way to make sure that you get noticed.

Accomplishments can either be listed in a separate section or many choose to include them under each individual employer. My preference is for the former. I want the reader to see everything in one place. Others will argue that it is more important to know where and when the accomplishments took place. Regardless of where you list them, accomplishments should be quantified. If you saved money, how much was saved? If you reduced turnaround time, what was it and how much did you reduce it? Saying that something changed by a percentage is not meaningful.

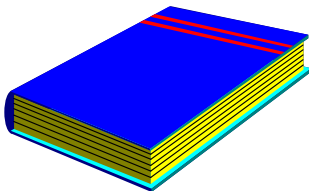
Work history should show the dates for each employer. A common mistake is to show dates for each position with a particular employer. This shows that one has been promoted several times but can confuse the reader into thinking the person was job hopping. I suggest listing the dates with an employer from start to finish. An important point left out of most resumes is a brief statement about the employer. Where you have been working says as much about you as what you were doing. The description need only be one or two sentences. For example, XPA Electronics, Middleburg, VA, a national supplier of semiconductors with \$25 million in annual sales and 250 full time employees. You should include the title of the position you held with a brief description of what you did. Since you have already listed your special skills there is no need to repeat them. If you have not listed your accomplishments separately include them here.

Education and certification should be listed with the highest level first.. You should include the name of the educational institution and type of degree conferred and the date it was conferred.

Certifications should include the name of the accrediting body, the name of the certificate and the date it was earned as well as the date it will expire.

Have you ever heard or told someone a resume should only be one page long. I hear that every day. My response is for entry level folks a one page resumes is the norm. For experienced members of the work force, a resume should be long enough to include the essentials. Please do not use smaller and smaller fonts to shrink your resume to one page. A hallmark of any good resume is that you can read it without the aid of a magnifying glass. Because of the extensive use of scanners fonts should be a least 10 point pitch and eliminate the use of bold, underlining, and italics.

A resume that includes the essentials is like a photograph taken under the right conditions. It will show the subject in a good light and encourage the reader to want to learn more about the subject.
-QM



Book Review
by Norman Frank, RE/SPEC
Inc.

Puzzling Quality Puzzles, J. P.

Russell and Janice Russell, ASQ Quality Press, 611 E. Wisconsin Ave., P. O. Box 3005, Milwaukee, WI 53201-3005, 1998, 198 pp. Available through ASQ's Publications Catalog: member price \$9.00, list price \$10.00.

Many of us have "training" somewhere in our job description. We are the "experts", so we must train the rest of the people in quality techniques. This book helps every trainer by providing short, challenging puzzles focused on the field of quality. These help "bring the audience back" from a big lunch or a warm room. They provide excellent challenges as homework where groups can get together to work out the solution. Yes, they appear simple; no, they are not easy.

This is one type of book you can take with you on those airline trips and stopovers to help you fill the time, yet stay focused on quality. Because the puzzles take different amounts of time to work, it accommodates both long and short flights and stopovers.

Seven types of puzzles are provided. The first puzzle type consists of two puzzles. First you must solve the crossword puzzle. Then, using the words from the crossword puzzle, you must figure out the quotation that can be made from those words. Most of the clues to the crossword puzzle are based on the quality field. These make you think about quality while working toward a solution.

The remaining puzzle types include cryptograms (codes), word finds (three types), a second set of crossword puzzles, and quality anecdotes.

The "quality anecdotes" provide an excellent set of homework assignments. Each sets a scene involving you and quality, with you as the customer, provider, or quality manager/engineer. You

are then asked one or more questions related to the story. Determining your answer requires both brainstorming and analysis. Although a solution is given in the back of the book, a creative and energetic group will, no doubt, come up with more ideas than those listed, and that is another value to the book. Thought leads to concepts, which lead to discussion.

This is one type of book you can take with you on those airline trips and stopovers to help you fill the time, yet stay focused on quality. Because the puzzles take different amounts of time to work, it accommodates both long and short flights and stopovers. The nature of the puzzles almost forces them to look simple. The authors have overcome this initial impression by making the clues challenging, yet logical, and the quotations appropriate and full of content.

Puzzling Quality Puzzles provides ready-made activities that, with careful selection, effectively supports the material to be learned. The quality quotations and clues help teach concepts and ideas from the field of quality. This book is good for trainers and people who are trying to improve their own knowledge and thinking processes. -QM



Signatures

by Steven Easterbrook

I'm often dumbfounded when I look at engineering drawings in many organizations and find they have to be signed off by a multitude of managers, and others, before they can be released. And in many instances those documents are later found to be wrong.

It is also bizarre to find, that in these same organizations, top level engineering specifications only have one or two signatures, or don't even exist.

Why would a top level specification that drives a program have only one or two signatures, when an engineering drawing* created to achieve a specific requirement of that specification have many signatures?

This is backwards.

What is Supposed to Happen

The cross-functional team who developed the top-level specification should validate and sign off on the top-level specification. Those engineering drawings that are created to meet the requirements of the specification should be validated and signed by:

- the one who best understands the requirement (i.e. design engineer) and who subsequently translated it into an engineering design drawing and, the one that must apply that drawing (i.e. manufacturing).

A signature is supposed to mean that the drawing created meets it's higher level requirements, as defined in the top-level specification and, that the drawing is clear, concise, and valid! Those individuals that best understand the flow-down of the

requirements, and the use of the derived document, should be the people who should perform the validation and do the signing.

So Why is Everyone Signing?

Sometimes it's just tradition; no one has ever questioned the current process. I'm sure there are people where you work wondering why they are signing certain documents.

In other cases, people just want to sign things as a way of knowing what is going on. They have no real value-added input but often feel they'll be left in the dark if they don't sign.

There may also be a group protection thing going on. If there are a lot of signatures and an error is made, the blame falls on the company, not on specific individuals (accountability is compromised). Of course, there are those few that have value-added input in the validation process, and they should sign.

Need Some Ammunition to Change the Current Signature Process?

Calculate the length of time, and cost, it takes to go through the current process and calculate savings if the process was streamlined.

Pull a random sample of 30 engineering drawings and take a look at all the changes that occurred after they were "validated" under the current process. You will find a high percentage had errors after validation and release.

Calculate the costs of fixing those documents. Determine the savings if the right people had caught mistakes during the initial validation process. Point out that many of the documents individuals are signing are wrong and ask them if they would like to be on distribution instead of disposition.

The Bottom Line

The current signature process that exists in many organizations is not value-added. It adds unnecessary time to the validation and release process, it is costly, it does not assure the integrity of the information released and, it compromises accountability.

Get the right signatures!

Note*: I'm using engineering drawings as an example, but the intent of this article applies to all documentation required to achieve consistent conformance.

For those of you interested in CM, you can reference and download Steve's latest CM Resource Guide at <http://www.quality.org/config/cm-guide.html>. It's free. QUALITY.ORG also supports an email discussion list devoted to Configuration Management, called "config-mgmt". Check the web-based interface to join/leave any of the QUALITY.ORG lists, at: <http://www.quality.org/cgi-bin/majordomo-QM>

ASQ Offers Black Belt Training

ASQ now offers Six Sigma Black Belts training in a new partnership with the Six Sigma Academy. Six Sigma strategies have been implemented by major corporations to cut costs,

improve cycle times, reduce defects, and increase customer satisfaction.

The Six Sigma Academy, based in Scottsdale, AZ, developed the Six Sigma Breakthrough Strategysm. Aside from the academy, ASQ is the only authorized provider of this curriculum.

Six Sigma Black Belt candidates undergo four weeks of intensive training over a four-month period. Candidates are expected to work on four to six projects per year that can produce bottom-line improvement of an average of \$175,000 per project. Only Master Black Belts certified by the Six Sigma Academy will instruct the ASQ training.

The next ASQ Six Sigma classes begin July 27. Training is offered to individuals and through corporate licensing programs. For more information, call Terry Felker at 800-248-1946.

Stay Smart !

Call the ASQ Northern Virginia
Section 0511 *INFOLINE*
at (703)-757-1732

for the latest, up-to-date section
activities and information
or visit us at:

<http://www.quality.org/asq0511.htm>

If you'd like to join the ASQ Section 0511 email distribution list for announcements of interest to local quality professionals, send an email to: asq0511@asq0511.org and ask to be added to the list. Be sure to also let us know when your email address changes, or when you need to leave the list. We want to be one of your key "informed sources" for this area!

The Northern VA ISO 9000 User's Group

meeting, sponsored by ASQ Section 0511, will now be held EVERY MONTH, on the third Thursday from 6:30pm to 8:30pm.

All ISO 9000 Users Group meetings are held at NEC Corporation on Route 28 in Herndon. NEC is on the east side of Dulles airport and on the east side of Route 28. Park in the back of the building and enter through the back door. A security guard will be there to guide you. For more information, please contact the ISO 9000 Chair Quentin Conroy, by Section Email: ISO9000@asq0511.org or (703) 329-4455.



Upcoming Professional Meetings and Events in the Baltimore-Washington Area

The following is a service of the Baltimore-Washington Partnership for Learning and Cooperation (BWPLC). Member organizations: Association for Quality and Participation (AQP) Capital and Chesapeake Chapters; American Society for Quality (ASQ) Sections 502/Baltimore, 509/Washington, and 511/Northern Virginia; Quality Assurance Association of Maryland; and the Washington Deming Study Group. For more information about the BWPLC, contact any member organization.

The tentative schedule for the '98-'99 AQP Capital Chapter Facilitator's Workshop Series follows. There will be three mini-series with three workshops in each mini-series.

To register or for more information, please call the AQP Capital Chapter hotline at 703-532-9440.

Series 1. Technology of Participation Methods for Facilitation - directed by Anthony Beltran. All workshops in this mini-series are based on "Winning Through Participation" by Laura Spencer.

Sep 23	The Focused Conversation Method
Oct 28	The ToP Workshop Method
Nov 18	Event Planning & Orchestration Techniques

Series 2. Government Performance and Results Act - directed by Wayne Vick

Jan 27, 1999	Understanding the GPRA (tentative)
Feb 24	Measuring Progress to Success (tentative)
Mar 24	Performance Planning & Reporting (tentative)

Series 3. Delivering Exceptional Customer Service - directed by Joe Willmore

Apr 28, 1999	Analyzing the Customer Service Cycle - Lea Edwards
May 26	Measuring Customer Service - Dr. Robert Wise
Jun 23	Designing Systems for Service Recovery - Joe Willmore

Sunday - Wednesday, September 27 - 30 - The Ecology of Work Conference Committee

Conference: "The Role of Unions Conference"

Where: Maritime Institute, Baltimore, MD

For more information call 603-942-8189

Thursday, October 8 - Maryland Center for Quality and Productivity

Event: The Maryland Excellence Conference, "Showcasing Breakthrough Performance" including presentation of the 1998 U.S. Senate Productivity Awards and Maryland Quality Awards

Where: Martin's West, Baltimore

For more information, call 301-405-7099.

Saturday and Sunday, October 10 - 11 - The W. Edwards Deming Institute

Event: Fall Conference

For more information check the Deming web site, www.deming.org

For conference registration, contact The W. Edwards Deming Institute, PO Box 59511, Potomac, MD 20859-9511, 301-299-2419, fax 301-983-5132, email staff@deming.org

Where: Quality Hotel and Suites, Courthouse Plaza, Arlington, VA

Deming 4 day video seminar, October 12 - 15.

Every Third Thursday - Americans Communicating Electronically (ACE)

Topic: Regular monthly meeting.

When: 10 a.m. - Noon

Where: Small Business Administration, 8th Floor Conference Room, 409 3rd Street, SW, Washington, DC

For more information call 202-720-2727 or visit www.sba.gov/ace.

ISO 9000 User's Group sponsored by American Society for Quality (ASQ) Section 509

For more information contact Carolyn Frank at Cfrank@issinet.com

American Society for Quality, Baltimore, Section 502

For more information, call the Section's voice mail, 410-347-1453.

Washington Deming Study Group

For more information contact Patricia Clark at 202-663-7585 or Kate Fenton at 703-415-1011.

Quality Assurance Association of Maryland (QAAM)

The QAAM program year will begin in September.

For more information, please contact Susan Burgess at 301-838-0104.

Section 0511 Library Materials for loan

BOOK TITLE	AUTHOR	DATE
47TH ANNUAL QUALITY CONGRESS	AMERICAN SOCIETY FOR QUALITY CONTROL, INC.	1993
BUYING QUALITY	ROSS H. JOHNSON & RICHARD T. WEBER	1985
COMMIT TO QUALITY	PATRICK L. TOWNSEND	1986
COMPANY-WIDE TOTAL QUALITY CONTROL	SHIGERU MIZUNO	1984
CQA STUDY GUIDE	JOHN KESLER	1994
CQE PERSONAL TUTOR WORKBOOK	JOHN KESLER	1994
CQT PERSONAL TUTOR WORKBOOK	JOHN KESLER	1995
EXCELLENCE IN GOVERNMENT	DAVID K. CARR IAN D. LITTMAN	1990
GUIDE TO QUALITY CONTROL	DR. KAORU ISHIKAWA	1976
ISO 9000 PREPARING FOR REGISTRATION	JAMES L. LAMPRECHT	1992
JURAN ON QUALITY BY DESIGN	J. M. JURAN	1992
KAIZEN	MASAOKI IMAI	1986
MANAGEMENT AUDITS	ALLAN J. SAYLE	1988
MANAGERIAL BREAKTHROUGH	J. M. JURAN	1964
OUT OF THE CRISIS	W. EDWARDS DEMING	1982-1986
PROCUREMENT QUALITY CONTROL	ASQC	1985
QUALITY IS FREE	PHILIP B. CROSBY	1979
QUALITY IS FREE	PHILIP B. CROSBY	1979
QUALITY WITHOUT TEARS	PHILIP B. CROSBY	1984
QUATRO PRO FOR DOS	BORLAND INTERNATIONAL, INC.	1987-1993
QUATRO PRO FOR DOS USERS GUIDE	BORLAND INTERNATIONAL, INC.	1987-1993
SAWYER'S INTERNAL AUDITING	LAWRENCE B. SAWYER	1988
THE COMPREHENSIVE STUDY GUIDE FOR THE ASQC	JOHN KESLER	1994
THE COMPREHENSIVE STUDY GUIDE FOR THE CQE	JOHN KESLER	1994
THE DEMING ROUTE	WILLIAM W. SCHERKENBACH	1988
THE IMPROVEMENT PROCESS	H. JAMES HARRINGTON	1987
THE ISO 9000 HANDBOOK 2ND EDITION	ROBERT W. PEACH	1994
THE QUALITY AUDIT	CHARLES A. MILLS	1989
TOTAL QUALITY CONTROL	A. V. FEIGENBAUM	1983
VIDEO TITLE	AUTHOR	DATE
NATIONAL COMMISSION ON RESTRUCTURING THE IRS	ASQC TESTIMONY	N/A
QUALITY OF AMERICA	N/A	N/A
MAGAZINE TITLE	DATES	
ON-Q	1991-1997	
QUALITY DIGEST	1991-1997	
QUALITY MANAGEMENT JOURNAL	1991-1997	
QUALITY PRESS	1991-1997	
QUALITY PROGRESS	1991-1997	

Contact the following members for more information

Norm Hills, phone 703-413-3726, email norm.hills@aditech.com
 Roger Schaffer, phone 703-892-2740, email roger.schaffer@aditech.com

Join us !

ASQ Section 0511 holds periodic dinner meetings with guest speakers from 6:30 to 9:00pm at the **MARCO POLO RESTAURANT**, 245 Maple Ave. West, Vienna, VA 22180.

A word of ***THANKS!***

A well deserved thank you for all of you who volunteered your time and resources to make ASQ Section 0511 activities a success. Your contributions are greatly appreciated by all section members.

**A special thank you to
 ADI Technology
 Corporation for printing
 and assembling this
 newsletter.**



Ideas make things
HAPPEN! Send us yours today!
newsletter@asq0511.org

**Next newsletter in September
 1998! Deadline is August 21.**

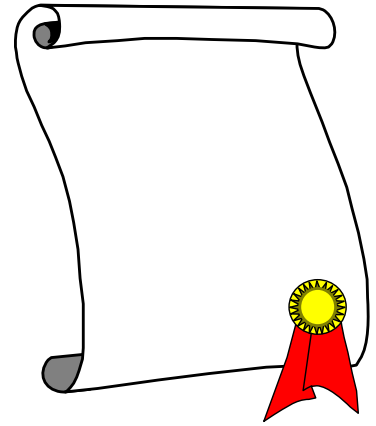
Call the Section 0511 INFOLINE at (703) 757-1732 for the program topic. The cost for the dinner is \$20.00 and reservations must be made. Call Intertek at (703) 818-8500 ext. 0. You do not have to come to the dinner to hear the speaker. -QM

Why Become Certified?

In today's world, where quality competition is a fact of life and the need for a work force proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. Over 125 companies have formally recognized ASQ certification as verification of an individual's possession of this knowledge. Certification is an investment in your career and in the future of your employer.

Refresher Courses

ASQ Northern Virginia Section 0511 sponsors refresher courses starting 8 weeks prior to the exam date. The courses are offered on a first-come-first-served basis, with a minimum attendance imposed to assure obligation of qualified and experienced instructors. If you would like information about refresher courses sponsored by the Northern Virginia Chapter 0511, contact the education chair Don Hendrix by E-mail at - Education@asq0511.org.



Planned Certification Refresher Course Dates 1998

<u>Certification</u>	<u>First Class</u>	<u>Exam Application Deadline</u>	<u>Exam Date</u>
CSQE/CRE/CQT/CM/Manager	August 18	August 21	October 17
CQE/CQA	October 8	October 9	December 5

Exam Format

All examinations consist of multiple-choice questions that are carefully designed, reviewed for correctness, and computer-scored and analyzed to properly determine the degree of comprehension of the prescribed body of knowledge.

If you would like more information on a specific certification program, body of knowledge or certification fees, please contact ASQ Headquarters at 800-248-1946 (USA, Canada, and Mexico) or (414) 272-8575 and request a certification packet.

New and former volunteers are needed as instructors for refresher courses - Contact - Education@asq0511.org for details



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