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QualityMatters

November 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.

September 1998: Data analysis techniques for detecting process improvements, Part 2.

This MOP meeting continued the format of the August meeting in which MOP members had the chance to help analyze real client data. In this session, Bob Wise, the MOP Group moderator, presented 52 weeks of data from one of his clients. The data was from the customer support department of a local software development and marketing company. This company used four performance metrics to monitor its efforts to improve customer service. The four measures included an indicator of work volume and several indicators of responsiveness. The essential question was--Did the process improve as a result of the training?

Nancy Kirkendall, a long-time MOP Group member and Senior Statistician in the federal government, and who also teaches trend and regression analyses at the George Washington University, presented two different types of statistical analyses of the data. In her first approach, Nancy showed us how to determine whether the trend in the data was statistically significant. Her second approach involved using an indicator variable in regression analysis to detect whether the process mean had changed at a certain point. Then Bob demonstrated an analysis of the same data using a Statistical Process Control software package. The MOP members applied the rules for detecting special cause variation (which they found) and then learned how the software could be used to recalculate the control limits at the point at which a special cause changed the process. Both Nancy's and Bob's analytic approaches showed that the process did indeed improve.

October 1998: K-Net—Software that supports Balanced Scorecard development.

Our presenter was Dr. Gerry Wagner, President of Strategic Dialogs, Inc. K-Net is the latest software from Dr. Wagner, a pioneer in the field of software for Group Decision Support Systems and Electronic Meeting Management Systems. He previously developed the VisionQuest software product among other decision support software. The question for the evening was: Can software help an organization develop a good Balanced Scorecard?

Dr. Wagner's presentation was provocative because he sees the question not in terms of meeting facilitation, but in terms of enterprise-wide knowledge management and tapping the organization's base of tacit knowledge. His K-Net deliberation support is internet-based and so is not limited by the traditional same place/time constraint of traditional electronic meeting software. It supports Balanced Scorecard development by structuring a dialogue among its users that asks them to work through on-line exercises in brainstorming objectives in the four scorecard perspectives, rating these objectives, and then rank-ordering them to agree on the vital few. MOP members had a good time challenging the software in its ability to align measures within the organization and measuring tacit knowledge.

Robert Wise is 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.-QM

American Society for Quality



Northern Virginia Section 0511



From the Editor...

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.

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Student Activities: Bus. Phone: Section Email:	Mark Jones 703-620-8267 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. -QM



Join us !

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

The cost for the dinner is \$20.00 and reservations must be made. Contact the Program Chair, Sue McArthur at (703) 363-4860 or visit our website at http://www.quality.org/ASQC_Sections/Section_0511/dinners.htm You do not have to come to the dinner to hear the speaker.

ASQ SECTION 0511 DINNER MEETING SCHEDULE

November 11, 1998

Presentation: 'Where the Rubber Meets the Road'

Speaker: Laura Golberg

Ms. Golberg will be identifying, from her experience, the major organizational factors that determine success in quality projects. Since she works in local government, which is where government meets the people, she will present some case studies that contributed to the identification of these factors. Ms. Golberg looks forward to a lively discussion of the experience of those from other branches of government and industry as to whether, as she suspects, these factors are universal.

Ms. Golberg has worked for Fairfax County since 1976 performing projects related to improving the quality of internal and external services. Her projects have been in the areas of public works, land development, mental health, information technology, criminal justice, finance, procurement and human services. She has performed program evaluations, strategic planning and performance monitoring, quality assurance programs and business process improvement projects. She has been a member of ASQ since 1994, and recently, a Council member of the new ASQ Division, the Public Service Network.

December 9, 1998

Presentation: 'Communicating Measurement Results with Graphics'

Speaker: Doug Smith

Most applications of software measurement involve looking at the data graphically, both for analysis and for presentation to decision makers. But are those graphics mining or masking the message in the data? This presentation reviews the types of data graphics and the data for which they are appropriate, discusses Edward Tufte's principles for data graphics, and shows both examples of good graphics that follow these principles and examples of poor graphics that violate them. Graphs created with popular spreadsheet programs get special emphasis, with "rules of thumb" provided to fix the violations of good graphic principles embedded as defaults in these programs.

Doug Smith is a Principal Software Engineer in the Systems and Process Engineering Department of PRC, Inc., a subsidiary of Litton Industries. He manages the PRC Metrics Office, having started PRC's central metrics program in 1993. He also chairs the Lead Team that is responsible for implementation of the Metrics Program on projects throughout all PRC market sectors. He has been involved in CMM-based software process improvement (SPI) for eight years as a practitioner and manager and has served as an instructor for PRC and college courses in metrics, process improvement, and programming. As a programmer, Mr. Smith specialized in computer graphics and graphical user interfaces.—**QM**

JOBHUNTERS CORNER *presented by:*



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

The previous articles in this column have dealt with the job searcher. Let's look at things from the other side for a change.

Every manager has had her star employee walk in, announce that she just received a fabulous offer, is resigning and giving the usual two weeks notice. The manager takes the news in stride, offers congratulations, bids the employee good luck in her new endeavors, and after the employee leaves her office begins to pick up what is left of her shattered life wondering, "How am I going to replace her?" The manager puts in a call to the HR department and tells them that "So and So" just left and we need to replace her immediately. A few forms are filled out to gain approval and the process of recruiting begins.

HR has the job description that was on file for the position, and it includes educational requirements. HR confirms the information with the manager. Before long, HR sends down a few resumes for review, one of them looks on the mark and an interview is set up. The candidate shows up for the interview and the manager is left wanting. This new candidate is just not the right fit. What went wrong? The manager and HR were in step. Both were communicating with each other. The candidates looked good on paper had all the educational and experience requirements. Yet something was missing. The candidate was not "So and So" who resigned two weeks ago. "So and So" was the star employee and is not going to be easily replaced.

In our practice we recommend that a manager do a position profile before initiating the recruiting process. This is particularly helpful when having to fill an important slot in the department. The job description is but one part of the profile. The manager must ask "What are the key attributes someone must have to function in this position?" Evaluate the person who has just left. What did she do that made her the most valuable member of the team? I guarantee you the answer is not in the job description. It will be qualities a person brings to the job. Maybe it was sense of humor or perhaps graciousness in accepting praise. If a manager can sit and reflect on these qualities or characteristics, she will begin to be able to sort them and prioritize them.

Maybe not every aspect of "So and So" needs to be replaced. It might just be possible that there are aspects of "So and So" she never wants to see in the department again.

Having gone through this process, when she explains to HR her needs it will not be for just a body but a person. She will also be better prepared to evaluate candidates and have a very concrete idea of what she is seeking. HR will be better able to screen prospects and send only those who match up with the manager's expectations

I wish you good fortune. Nicholas Croce is president of F-O-R-T-U-N-E Personnel Consultants in Middleburg, VA **-QM**

Congress Approves Funding for Baldrige Expansion

Education and Health Care Awards to Become a Reality

Washington, D.C., October 22, 1998

Funding to expand the Malcolm Baldrige National Quality Award into education and healthcare, included in H.R. 1274, passed as part of the larger omnibus spending bill that was approved by Congress yesterday and signed by the President within hours of passage.

Earlier, on October 13, Congress had passed separate legislation authorizing the expansion. Securing funding in the spending bill for FY1999 operations was thus the final step in a lengthy process that involved several years of effort on the part of Baldrige supporters.

Steve Bailey, chairman of the American Society for Quality, said, "This is great news for the Baldrige program, for education and health care institutions, and especially for the many ASQ members who supported the expansion. Their work in securing passage of this legislation is to be commended."

The conference agreement on H.R. 1274 "includes full funding for all base activities for the internal research programs of NIST, and includes selected program increases for the highest priority programs, as follows:

...\$1,800,000 to expand the Malcolm Baldrige Quality Awards program to health care and education."

Commerce Secretary William M. Daley reacted by saying, "I am delighted that this bill's passage means that education and healthcare organizations now will be able to be full partners in the Baldrige National Quality Program, including applying to receive the Baldrige Award and sharing best practices with schools and healthcare providers around the country."

NIST confirmed that its National Quality Program office plans to accept applications for education and healthcare awards to be given in 1999. **-QM**

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>



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.

Wednesday, November 4 - AQP Capital Chapter

Topic: "Articulating the Business Idea"

Speaker: Joe Willmore

To register or for more information, please call the AQP Capital Chapter hotline at 703-532-9440. Capital Chapter meetings are conducted on the first Wednesday of odd months.

January 6 "Coaching: A Growing Consulting Practice"
- Dr. Cindy Roman

March 3 Chapter Conference, "Navigating the High C's:
Change, Coaching, Communication, and Creativity"

April 7 "Facilitating the Focus Group Process"
- M. Kathleen Joyce

June 2 "The Human Perspective of Business Process
Reengineering" - Janet Spinks

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.

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.

Oct 28 "The Technology of Participation (ToP) Workshop
Method" - Sherwood Shankland

Nov 11 "Event Planning & Orchestration Techniques"
- Anthony Beltran

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

Jan 27, '99 "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, '99 "Analyzing the Customer Service Cycle" - Lea Edwards

May 26 "Measuring Customer Service" - Dr. Robert Wise

Jun 23 "Designing Systems for Service Recovery" - Joe Willmore

Wednesday, November 4 - HR Alliance

Topic: "Talking from 9 - 5: How Women's and Men's Conversational Styles Affect Who Gets Heard, Who Gets Credit, and What Gets Done at Work"

Speaker: Dr. Deborah Tannen

Where: Fairview Park Marriott, Falls Church, VA

When: 5:00 p.m. Reception 6:45 Speaker
8:00 Dessert and Book Signing

Cost: \$35 for members of Alliance organizations, \$45 for non-members. For information call 202-496-6115.

Thursday, November 5 - Association for Quality and Participation, Cumberland Valley Chapter

Topic: "Proactive Leadership - Case Exercises"

Speaker: Dr. Stephen J. Holoviak, Shippensburg University

Where: Holiday Inn, Chabersburg, Exit 5 - I-81

When: 6 p.m. Networking 7 p.m. Program

Cost: \$16, includes dinner

For more information call Thelma Diehl 717-267-7912 or Marian Witherow 717-762-9699.

Saturday, November 14 - Strategic Leadership Forum, Washington Metro Chapter 1998 Fall Conference

Theme: "The New Era: Moving from the Information Age to the Knowledge Age"

Tracks: "People as a Strategic Differentiator"
"Knowledge Management"
"The Strategy of Innovation"
"Strategic Leadership including Change Management"
"Technology Applications for Strategic Management"

When: 8 a.m. - 4 p.m.

For additional information please contact Frederick Drew, 202-671-0094 or 202-829-9545, email usb01913@psinet.com

Monday - Wednesday, November 16 - 18 - International Quality & Productivity Center

Conference: "Performance Measurements for Diversity in Government"

Where: Sheraton National Hotel Arlington, Arlington, VA

Cost: \$1395, \$1195 for government employees

For information or to register call 800-882-8684 or visit www.iqpc.com

SkillPath Seminar: "Overcoming Workplace Negativity"

November 23 - Baltimore, Holiday Inn Moravia

November 24 - Harrisburg, PA, Harrisburg Marriott

Cost: \$199 per person, \$189 each for groups of 4 or more. For more information or to register call 1-800-873-7545.

*****T

uesday, November 17 - Association for Quality and Participation, Chesapeake Chapter

Topic: Federal Reserve Bank, Baltimore Branch - A Maryland Excellence Award Recipient, tour and presentation by Margaret Murphy, Branch VP

Where: Federal Reserve Bank, Baltimore Branch, Baltimore (Across from the Camden Yards Warehouse)

Cost: \$20 includes dinner

Upcoming Meeting: December 1 "Business/Education Partnership Interactions", Don Lewis, Kevin Gilson & panel discussion. Howard County School System's Applications and Research Laboratory, Route 108, Ellicott City

For more info., call the AQP Chesapeake Chapter Hotline at 410-342-4909 or write the chapter secretary at AQPEmail@aol.com.

Monday - Wednesday, April 26 - 28 - National Institute for Science and Technology (NIST)

Event: Quest for Excellence XI - The Official Conference of the Malcolm Baldrige Award

Where: Washington, DC

Every Third Thursday - Americans Communicating Electronically (ACE) Regular monthly meeting at 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, write Asq0502@quality.org, or visit www.quality.org/ASQC_Sections/Section_0502/index.html

Washington Deming Study Group

Next meeting will feature Dr. William O'Neill. Date and location TBA. For more information contact Patricia Clark at 202-663-7585 or Kate Fenton at 703-415-1011.

The Northern VA ISO 9000 User's Group meeting, sponsored by ASQ Section 0511, is held, on the third Thursday each month 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. For more information, please contact the ISO 9000 Chair Quentin Conroy, by Section Email: ISO9000@asq0511.org or (703)329-4455. -QM

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!

ASQ ENERGY AND ENVIRONMENTAL DIVISION'S 25TH ANNUAL NATIONAL EDUCATION AND TRAINING CONFERENCE OCTOBER 11-14, 1998, ORLANDO, FLORIDA

By Paul Mills

Paul is Chairman of the Division's Analytical Laboratories Technical Committee. The following summarizes information about the Conference, Division, its mission, vision, and constituents. Excerpts from several presentations are included.

Division Background: The Division has an energy component, and an environmental, safety and health component. The EED supports the energy industry with quality and environmental management services and expertise and also supports all industries, businesses, and the other 21 ASQ divisions involved in the environmental, safety, and health fields." The integration of quality, environmental, health and safety management is becoming a single departmental function in many companies (particularly those in the energy industries).

Mission: "To provide educational resources, technical information, and communication services to enable people to apply the quality principles and practices in the energy and environmental fields and to facilitate the integration of quality, environmental, safety and health management practices."

Vision: "To be the preferred source for information, education, professional development, and networking for quality in the energy and environmental sectors of business and government and to be the preferred source of information, education, and networking related to the integration of quality, environmental, safety and health management systems."

Steve Polston, COO of Kaiser Hill at Rocky Flats, CO was the featured speaker: He said "The only common ground between the customer, the company, and the worker is quality." Downsizing has not shown sustained improvement in the bottom line in >75% of cases where it was implemented. "Customers live at the 'top line.'" "Worker pride mostly results from performing quality work." Workers have to believe their opinions count, see how their jobs add value to the end product, and believe management is committed to quality. ->

Ron Swiger (Lockheed Martin Electronics & Missiles), "Contributions of Quality to Organizational Success--Case Studies" Discussed experiences with ISO 9000 and ISO 14001 certification programs

David Prim (Wackenhut Savannah River), "Quality in Nuclear Security Operations" When their DOE customer was not satisfied with Wackenhut's performance, they had to get a commitment to change within the company, and rebuild the client's trust. Their early program was based on NQA-1, and their current program is based on 10CFR830.120, which is enforceable under the Price Anderson Amendment Act..

Max Ammerman (Management Assistance Extraordinaire), "Improving Human Performance in the Workplace, Problem Identification and Correction" He spoke of "managing human reliability" and the success he had while at Florida Power and Light Company.

John Mashburn (Oak Ridge National Lab), "A Paperless Web-Based Quality Program" ORNL has established a Web-based QA program with access to procedures, news, and databases. The new program takes advantage of the lab's commitment to use networked personal computes and workstations to replace paper tools

Plenary Session, "The Future of Quality in the Energy and Environmental Industries: The audience split into three breakout groups to discuss these topics:

- 1) "To what degree should quality be integrated with environmental, health, and safety management systems in organizations
- 2) "To what degree should quality practitioners integrate their work with organizational development in forming teams and other organizational change processes to support achieving quality?"
- 3) "To what degree should Quality Professionals focus on quality assurance and quality management?"

Patrice McEahern (USDOE-Rocky Flats) "Working with the M&I Contract" The site is in the fourth year of a five year contact, with 21 more months to run with Kaiser Hill. She discussed performance measures used under the contract.

Elizabeth Sellers (USDOE-Richland) "The Hanford Site M&I, A Major Spent Nuclear Fuel Projects Experience" The project mission for the SNF Division is to take over 210,000 degraded spent nuclear fuel rods from a wet basin and get them into a dry vault for storage. There are three categories of waste to be disposed: Spent fuel; 50 cubic meters of radioactive sludge (costing \$1million per cubic foot for disposal); and debris. This is the first work of its kind.

If you would like to learn more about this committee or the Division, or would like an electronic copy of the proceedings, you can contact Paul at 703-707-0722, or e-mail him at paul.mills@mentorprises.com. -QM

Visit the E&E Division website at <http://www.envnet.org/asq/eed/>

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.**



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HAPPEN! Send us yours today!
newsletter@asq0511.org

The next issue of QualityMatters
will be January 1999.

The deadline for submissions is
December 24.

Have a great holiday season and
Happy New Year!

Premiering November 1998...

The Software Quality Professional

The Software Quality Professional, a peer-reviewed quarterly journal is to be published by the American Society for Quality (ASQ). Focusing on the practical needs of professionals including engineers and managers, the Software Quality Professional will provide readers with significant information that will contribute to their personal development and success in the field of software quality.

Under the direction of the founding Editor, Taz Daughtrey, articles from known experts in the field of software quality provide an intersection between quality engineering and software engineering.

You won't want to miss articles such as:

The Software Quality Profile

– Watts Humphrey, Software Engineering Institute

Software Is Different

– Boris Beizer, ANALYSIS

More Reliable, Faster, Cheaper Testing with Software Reliability Engineering

– John Musa, Software Reliability Engineering and Testing Courses

Conflict Analysis and Negotiation Aids for Cost-Quality Requirements

– Barry Boehm and Hoh In, University of Southern California

Making Untestable Software More Testable

– Jeffrey Voas, Reliable Software Technologies and Lora Kassab, College of William and Mary

You Can't Measure Client/Server, We're Different – and Other Developer's Myths

– Carol Dekkers, Quality Plus Technologies

International Trends in Software Engineering and Quality System Standards

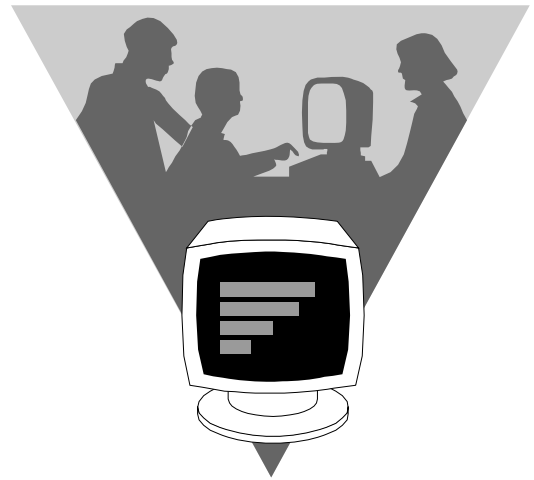
– John Harauz, Ontario Hydro

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ASQ wants our guests to feel comfortable using our on-line services. We have taken the necessary steps to provide a secure server for transmission of sensitive data to and from our site.



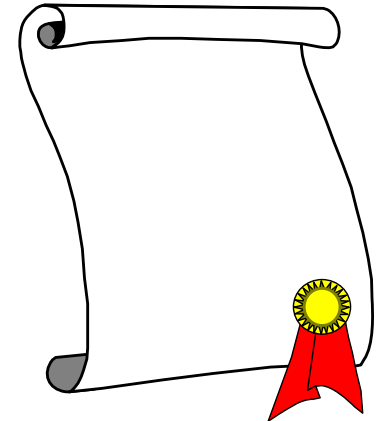
Why Become Certified?

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.

CERTIFICATION INFORMATION

The following information about current ASQ Certifications, is available on line from the ASQ Headquarters web page at, <http://www.asq.org/standirect/certification/>

- Requirements
- Body of Knowledge
- Study Guide
- References
- Exam Registration On-line



REFRESHER COURSE SCHEDULE

The following is the schedule for Northern Virginia Section 0511 Refresher courses:

Class	Start Date	Application Deadline	Exam Date	Location	Instructor
CQA/CQE	Oct 8	Oct 9	Dec 5	NEC	Hendrix/Steel
CSQE/CRE/CQT/CMI	Dec 15	Jan 8	Mar 6	NEC	Hendrix
CQManager	Dec 15	Jan 8	Mar 6	NEC	Hutchison
CQA/CQE	Apr 6	Apr 9	Jun 5	NEC	Hendrix

REFRESHER COURSE REGISTRATION

Registration occurs at the first class, however, preference is given to those who sign up ahead of time. To pre-register, contact:

Frank Hutchison
Don Hendrix

703-425-5192
703-803-3330

HutchisonFE@asqnet.org
Education@asq0511.org

CLASS LOCATION

The ASQ Section 0511 classes are taught at the
NEC America Building
14040 Park Center Road
Herndon, VA 20171

COST

The cost is \$275 for the course and \$75 for the text (Quality Council of Indiana Primer) which totals to \$350.00 per student. Students are responsible for registering for the exam with ASQ Headquarters prior to the deadline.

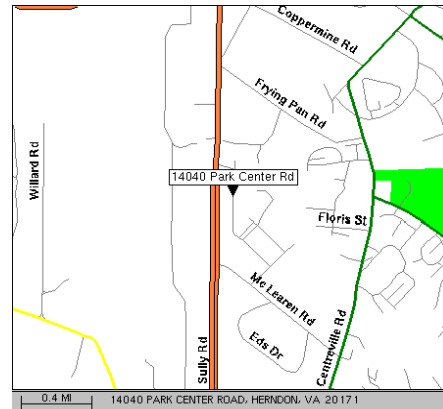
CLASS START-FINISH TIMES

Classes are scheduled one evening per week for 3 hours starting at 6:30pm and lasting from 8 to 12 weeks (see schedule).

INSTRUCTORS WANTED

ASQ Section 0511 is looking for persons interested in teaching certification refresher courses. Instructors earn certification points for instructing, get to provide hands-on experience to students, and tune up their presentation skills. Compensation (monetary) will be provided, dependent on experience. Please contact Don Hendrix or Frank Hutchison if interested.

Certification training at Qwest - This is not the same as the ASQ Section 0511 class (although the materials are the same). The training is during the noon-hour and covers the CQManager, CSQE, and QAI's CQA (Certified Quality Ananyst) exams. These are held at the Qwest office - 4250 N. Fairfax Drive, Arlington, VA, from 12:00 - 1:00 2-3 times per week from November to March 1999. The cost is to-be-determined. To register for this class, contact (sue@quality.org or sue.mcarthur@qwest.net) or Marie Rondot (marie.rondot@qwest.net).



HAPPY
HOLIDAYS

American Society for Quality



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