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QualityMatters September 1998

American Society for Quality Northern Virginia Section 0511 Volume 15 Issue

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October is National Quality Month

Celebrated annually in October, National Quality Month (NQM) is a public awareness campaign that encourages individuals and organizations to focus on the strategic importance of quality and continuous improvement. Every year, individuals and organizations in the manufacturing, health care, government, education, and service sectors hold special events to strengthen their commitment to quality and celebrate NQM.

NQM can help you and your organization create additional public awareness during October – and throughout the year – by inspiring you to create your own special events, garner media attention, create recognition programs, and more.

About National Quality Month

Initiated by the American Society for Quality (ASQ), National Quality Month began in 1984 with a joint resolution by Congress and a proclamation by President Ronald Reagan.

“A commitment to excellence in manufacturing and services is essential to our nation’s long-term economic welfare. Quality in manufacturing and services will contribute to increased productivity, reduced costs, and consumer satisfaction.”

– Ronald Reagan, NQM 1984

In 1989, Congress and President George Bush reaffirmed the original legislation that designated October as National Quality Month and recognized quality as a national priority.

“Reasserting our leadership position will require a firm commitment to total quality management and the principle of continuous quality improvement. The United States can, and must, excel in this area, setting new standards for world-class quality and competing vigorously in international markets.”

– George Bush, NQM 1989

American Society for Quality



President Bill Clinton continued the tradition of presidential support with yearly letters that applaud ASQ’s efforts in promoting quality awareness.

“As we stand on the threshold of the 21st century, we face the challenge of remaining competitive in the global marketplace. America’s economic success relies heavily on the ability of

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business, industry, government, and academia to focus on improving the quality of our products and services.”

– Bill Clinton, NQM 1997

An Historical Overview of NQM

The NQM campaign began as a weeklong event initiated by the

American Society for Quality's Washington, DC, Section in the early 1980s. In 1983, the Quality Week campaign caught on in New York state, and four dedicated ASQ members made a commitment to establish an annual national quality campaign.

Realizing that congressional support would give the campaign valuable visibility, these ASQ members and their sections laid the groundwork for obtaining a joint resolution from Congress.

With ASQ regional directors' support and congressional interest, the board of directors approved ASQ's participation in the campaign in May 1984. That decision to make the campaign a monthlong event, held in October and administered and coordinated by the staff at ASQ headquarters, began a campaign that will soon span two decades. —QM

More on National Quality Month inside...



From the Editor...

Please join us during the Month of October in supporting National Quality Month. 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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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.



Starting Your First NQM Campaign

Starting an NQM celebration may seem like a monumental job, but actually it is probably the most fun you'll have all year. Follow these

simple guidelines and you're sure to have a successful celebration:

Step One

Make the commitment to have an NQM celebration and get others in your organization or ASQ section to commit with you.

Step Two

Organize an NQM planning committee. Besides a strong committee chair, your committee should have members from various facets of your organization or ASQ section.

If you are working with an ASQ section, ask the NQM chair or publicity chair to lead your campaign.

Include others who have knowledge and skills in other areas of planning and publicizing an event, such as public relations, marketing, special event planning, customer involvement, reward and recognition, and management.

If your organization is sponsoring an event, senior management involvement is crucial. Get your CEO and other management to confirm their commitment to quality and dedication to delighting customers and employees.

Step Three

Assign areas of responsibility to each team member, such as event planning, media relations, promotions, and webmaster.

Step Four

Set the objectives of your NQM celebration. Bring your organization's strategic plan to the meeting and align your objectives with it. Following are some sample objectives:

- To promote awareness of quality and encourage others to celebrate NQM.
- To promote awareness of the quality program within our organization.
- To recognize others for significant contributions to our quality program.
- To share our organization's quality results with our customers and suppliers.

Step Five

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>

Generate ideas on how your team can achieve its objective. This may include an actual event, conference, roundtable, or media plan.

Step Six

Plan your NQM activities. Set times and dates for all activities and assign leaders to each activity.

Step Seven

Create a promotions plan to increase attendance at your activities and a media plan to maximize exposure.

Step Eight

Implement your NQM activities. Don't forget to have fun!

Step Nine

Survey your attendees and evaluate your celebration. Note which activities were successful and plan to repeat them next year.

Step Ten

Thank and recognize all who helped make your NQM celebration a success.

NQM Support Materials

Take advantage of the awareness generated by NQM with these materials. You can order these materials from ASQ by telephone at 800-248-1946. Some items are available at no charge, others have a nominal fee.

General Information Brochures

NQM General Information – Item B0941
 NQM in Health Care – Item B0948
 NQM in Education – Item B0950
 NQM in the Public Sector – Item B0949
 NQM in the Service Sector – Item B0951

NQM Letterhead and Certificates of Appreciation

NQM Letterhead – Item Q800 (\$3 set/100)
 NQM #10 Envelopes – Item Q801 (\$5 set/100)
 NQM Certificates of Appreciation – Item Q999 (\$2.90 set/10)

NQM Campaign Planning Guide

Packed with planning tips, ideas, and pointers on how to promote and publicize your events. Item B0945.

Reward and Recognition Catalog

This catalog is filled with gifts that carry a special quality message. What a great way to reward or recognize someone! With a variety of price ranges you can even pass them out at events. Item B0160.

"Focus on Results" videotape
Runs 21 minutes.

Looking for that extra something to be the cornerstone of your event? Show this new videotape. See profiles of three organizations that got impressive results from making quality improvements in the way they work and do business – United Parcel Service, Texas Nameplate Company, Inc., and Overlook Hospital. There is no charge for this tape, but please, only one tape per customer – Item B0947. –QM



Top 20 NQM Ideas

Through the years, NQM enthusiasts have been sending in descriptions of their events to share with others. We encourage you to borrow and adapt these ideas when planning your event. And please don't stop there.

We're sure there are many new ways of promoting quality just waiting to be tried. If you hold an event that you want to share with others, please submit your ideas to the public relations department at ASQ and we'll consider including them in future planning guides and on our Web site.

To submit your ideas mail them to ASQ, public relations department, 611 E. Wisconsin Ave., Milwaukee, WI, 53202 or e-mail them to lkaluzny@asq.org.

1. Create Your Own Quality Theme

Develop a theme for National Quality Month that relates to quality goals that are specific to your organization, ASQ Section, or community. You could even sponsor a Quality Theme contest among employees, and recognize the contest winner in your company newsletter. Develop a logo or mark that captures your theme, and incorporate this theme in all your activities for NQM.

2. Sponsor an Essay Contest

To enlighten employees, as well as future leaders, about quality, sponsor a quality essay contest at a local high school. Some themes could be, "The Importance of Quality in the Next Millennium," or "Quality in Our Daily Lives."

To kick off the contest, employees could speak to the students about quality and its impact on the world today. Be sure to specify the parameters of the essay, including

number of words and final entry dates. Awards could be \$50, \$100, or \$500 savings bonds, and winning essays could be published in your company's quality newsletter. Don't forget to send a news release to your local media about the contest.

3. Incorporate the Quality Message Everywhere

One way to spread the quality message is to include references to it on all your organization's correspondence. For example, include a quality message on all your invoices that says, "October is National Quality Month," or "During National Quality Month, we thank you for choosing us as your [product/service] provider. We know customers recognize that quality companies provide the best value and service. At [name of organization], our commitment to quality is most important."

Don't forget employee communications, either. Include quality updates in your employee newsletter and on your organization's intranet throughout October. Include actual examples where a commitment to quality helped the organization's bottom line. You can also print a quality message on your company's paychecks, on your postage meter, and on your product's labels.

Let your voicemail and e-mail communicate quality. During October, record a message on your voicemail or answering machine that wishes your callers a happy National Quality Month. On your e-mail auto-responder, or on your e-mail "signature" that goes at the bottom of all your e-mail messages, add a line that says, "October is National Quality Month," or "Happy National Quality Month."

4. Create a Quality Initiative Award

You don't have to have a large budget to create a successful NQM campaign. Host a special event for employees to present a Quality Initiative Award, which recognizes individuals and teams within the organization who develop specific improvements. Have the winners present information about their improvements at a special luncheon or dinner. Send flyers with summaries of the presentations to all employees.

5. Produce a Quality Calendar

One popular and effective way to communicate the quality message to employees is through a Quality Calendar. Create a calendar for the month of October titled "31 Days of Quality," that has a message or clever illustration for each day to remind employees of the quality "tools" that individuals in your organization use to achieve excellence.

6. Host Quality Luncheons for Employees

Offer weekly presentations or roundtable discussions for your employees in your cafeteria. Speakers could include

in-house experts, as well as paid speakers from within the quality industry.

7. Quality by the Week

To keep NQM in the forefront of all your employees' minds, focus on different aspects of quality during each week of the month. Begin with Appreciation Week, recognizing the contribution of all those who help you day to day. This could include senior management handing out special treats.

Host a Customer Service Quality Week and recognize those in the organization who are on the front lines of customer service. Include highlights of particular cases where a service representative went "above and beyond the call of duty" to ensure customer satisfaction.

Communication Quality Week could encourage departments to create exhibits that highlight how the sharing of information and communication ensure the highest level of quality throughout the organization.

8. E-mail Quality Ideas Every Day During NQM

Send out daily e-mail messages to all employees that briefly highlight your organization's quality goals or missions, a quality tip or technique, or brief stories about how employees in the company have shown quality and process improvement.

9. Create a Quality Declaration

Highlight your NQM activities by creating a "Declaration of Quality Dependence." You can write the pledge in a style similar to the U.S. Declaration of Independence, and have all participating employees sign it as an affirmation of the commitment to the quality improvement process. Display the signed Declaration in a prominent location.

10. Sponsor a Quality Expo

Working with other area businesses and organizations, including your local ASQ section and chamber of commerce, sponsor a Quality Expo for your community. Host a breakfast or luncheon, with a keynote speaker on a particular quality issue, to kick off the Expo and to facilitate networking and the exchange of information.

Offer a variety of presentations for attendees to choose from, including topic areas such as performance management, organizational development, customer-supplier relations, and international quality issues.

Hold exhibits with a selection of resources, including professional assistance for quality improvement training, education, and application. Another highlight may be the granting of special Quality Awards for various individuals and organizations in the community.

11. Building Quality Teams

Encourage departments to participate in a Team Building Week, where teams can learn through interactive games how to be more effective.

Activities such as "Helping the Customer Through the Maze," where a blindfolded person is led through a maze verbally, or "Targeting the Customer," where employees have three chances to hit the center of the target (the customer) with Velcro balls, encourage employees to work together through friendly competition to win small prizes, such as NQM promotional items, for each event.

12. Involve the Kids

Quality improvement needs around-the-clock commitment, so take it home with you. Sponsor a Quality Art Contest for the children of employees. Ask participants to illustrate what quality means to them, or your organization's NQM theme. Entrants can be judged within four age groups, and winners can have their drawings printed in the company newsletter or on a calendar that is distributed to all employees. Prizes can be ASQ reward and recognition items, or savings bonds in small denominations. Display all the posters throughout the workplace.

13. Building a Quality Foundation

Here's an inexpensive way to recognize employees' contributions during NQM. A large (9' by 6') paper "Wall of Fame" with painted bricks can be prominently displayed throughout October in a high-traffic area of the company (try near the cafeteria).

Employees who put forth extra effort, initiate new ideas, or demonstrate quality work are nominated for a spot on the wall. Winners receive a certificate and have their names and pictures displayed on a brick, along with a description of their quality achievement.

14. Create a Quality Web Site

On your organization's intranet, extranet, or Web page, create a mini-NQM site. Include the events your organization is hosting or the special things you'll be doing to celebrate NQM, as well as best-practices stories and your organization's vision. Don't forget to link to this mini-site from the front page of your site throughout the month of

October, and don't forget a link to the NQM site at www.asq.org.

15. The Hunt for Quality

Organize a scavenger hunt as a unique way to raise quality awareness. Have employees organize into teams, and give participants clues that lead them to a specific location in the building. The team arriving at the correct location first finds an envelope containing instructions on how to collect their prize.

Set ground rules. For example: Don't interrupt or disturb people who are working; use caution and care while hunting for clues; leave items in the same position and condition in which they were found; don't look for clues in secured, confidential, or hazardous areas, under carpeting, or under artwork. Set a specific time frame for the hunt. You may want to limit the hunt to lunch periods or break time. Make the game challenging, but not too difficult. You may discourage employees from participating if it's too strenuous or time-consuming. Establish a purpose and goal for your hunt. Make sure your scavenger hunt conveys its intended message. Have fun.

16. Broadcast Quality on the Radio

Radio can be a very effective means for advertising the quality message. Kick off NQM by sponsoring, either alone or in conjunction with your ASQ section, a radio campaign. During the month of October, run one-minute ads featuring your employees and management that applaud area quality programs, further the understanding of Total Quality, and highlight real-life quality success stories.

17. Proclaim Quality at the Local Level

Enlisting the support of your state and local government is a worthwhile project for promoting quality during NQM. Ask your state and local officials to administer a proclamation during the month of October. Invite officials to attend a section meeting where a proclamation signing and reception could be planned. Arrange for photo sessions and press coverage. A sample proclamation is elsewhere within our web site.

18. Put a Banner on Your Web Site

Proudly display your involvement in NQM by putting a banner on your Web site that reads, "We proudly support National Quality Month." You can even include a link to the NQM Web site at www.asq.org.

19. Get Others Involved

The best part about NQM is that you get to share your best kept secret with others – quality. Send a letter on company letterhead and signed by your CEO to other organizations encouraging them to start their own NQM celebration. Personalize the letter with one of your organization's success stories. Include an NQM general information brochure to help them start their own celebration. A sample letter is elsewhere within our web site.

20. Sponsor a Quality Expo

Two simple words can go a long way. Use NQM to kick off a reward and recognition program. Create Thank Q notes that employees can use to thank others during October. Get everyone involved. At the end of the month have everyone bring their notes to a common area (boardroom or cafeteria) and display their Q's proudly. You will be

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!

pleasantly surprised when you see an entire wall fill up. Who knows, maybe it will catch on and become a year round event!

Don't forget to thank those who worked on your NQM celebration with you. ASQ's reward and recognition catalog has an assortment of gifts with quality messages that are just perfect for thanking those who helped.

To get a catalog, call ASQ at 800-248-1946 and ask for item B0160. –QM

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P.O. Box 885
Middleburg, VA 20118

Is your resume online? The Internet has become the world's largest recruiter. It is a resource used by everyone in the hiring process. Hundreds of sites have emerged to post jobs and resumes. The question is "Should you post your resume on the Internet?" As with most questions that appear to require a yes or no answer, this answer depends on your particular situation. A job search can be one in which you just want to know what is out there in the market. It can be of an acute nature in which circumstances dictate that one find a new position immediately. The situation dictates how you should employ the Internet in your search.

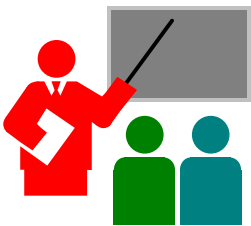
If the situation is acute, posting your resume to several reputable resume banks can get you noticed very quickly. Since it is a World Wide Web, your exposure is not local. You will receive calls from everywhere. You should provide contact numbers for prospective employers and recruiters to call you. At this stage in your search, anonymity is not necessary. You will not have to worry about a current employer seeing your resume and then questioning your loyalty to the organization. Some employers

take a very dim view of employees who are actively seeking new opportunities.

If you are currently employed but feel you want to know what is out there for you, posting is still a good idea. In this case, however; anonymity is called for. If someone is perceptive enough to find your resume on the net, they will be able to e-mail you. The employment market for talented employees is a good one. Companies need skilled professionals. If your skills are state of the art, you will receive e-mail from interested parties. Since your situation is not an acute one, you can pick and chose those to whom you will respond. Just remember when you post your resume to omit identifying information including the name of your current employer. I always chuckle when I see resume intended to be anonymous and it contains the name of the current employer as well as the person's current title, "Director of Quality".

If you are thinking about posting, check out a few site such as www.careermosaic.com or www.headhunter.net. I wish you good fortune. Nicholas Croce is president of F-O-R-T-U-N-E Personnel Consultants in Middleburg, VA -QM

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.

July 1998: PB Views, a software product for managing performance measures.

A number of software products are on the market now that are designed to help an organization manage its system of performance measures. These products do not help you decide what should be measured, but they do help you organize and use your data, especially if your organization is a large one. These products can keep track of the hierarchical relationship among the measures and report data in all sorts of ways, such as rolling data up and drilling down into data. These products differ in the kind of reporting they provide, the layout of their "dashboards," and in the flexibility they allow for different sets of measures at different levels of the organization.

PB Views is one of the more mature and fully-developed software products and its most recent version incorporates the Balanced Scorecard framework. Jeannine Owens, US Sales Manager for Panorama Business Views of Toronto, presented PB Views to the MOP Group and demonstrated its features, such as its use of user defined color coding for the status of variables (including gray if the owner of a metric has not entered in the necessary data).

August 1998: Data analysis techniques for detecting process improvements

This MOP meeting was a new and different format, and a bit more technical, than the typical meeting because MOP members in attendance had the chance to help analyze real client data. Bob Wise, the MOP Group moderator, presented 16 weeks of data

from a client that he worked with. The data was from a firm that wanted to use technical training to improve a manufacturing process. The data monitored six process performance measures before and after the training. 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 several different types of statistical analyses of the data. She discussed how to compare means before and after training, how to compute control limits, and how to use linear regression with an indicator variable to detect a training effect. The MOP Group poured over a number of Nancy's data charts and discussed their interpretations.

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

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.

Tuesday, September 22 - Quality Assurance Association of Maryland at Synder's Willow Grove Restaurant. For more information, please contact Susan Burgess at 301-838-0104.

Wednesday, September 23 - AQP Capital Chapter Facilitator Workshop Topic: "The Focused Conversation Method"

Speaker: Eunis Shankland

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

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

 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

 Monday & Tuesday, September 28 - 29 - George Mason
 University Seminar: "Linking Strategy and Process: How to
 Leverage Process Excellence to Improve Your Profitability and
 Competitive Advantage"

When: 9 a.m. - 4:30 p.m. Where: Center for Innovative
 Technology, Herndon, VA Cost: \$795

For more information or to register call 703-733-2800 or visit
www.gmu.edu/departments/profrain

Upcoming Seminars include:

October 13 - 14 "Process Mapping: How to Streamline and
 Reengineer Business Processes"

 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, MD

For more information, call 301-403-4413, or visit
www.bsos.umd.edu/mcqp

*****S
 Saturday and Sunday, October 10 - 11 - The W. Edwards Deming
 Institute Fall Conference at the Quality Hotel and Suites,
 Courthouse Plaza, Arlington, VA

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

 Monday - Thursday, October 12-15 - The W. Edwards Deming
 Institute "Deming 4-Day Video Seminar" at the Quality Hotel and
 Suites, Courthouse Plaza, Arlington, VA

Facilitators: Ronald D. Moen and Dr. Michael Tveite

Cost: \$795 per person (group discounts available)

For information call the WEDI at 301-299-2419 or visit
www.deming.org

 Tuesday - Wednesday, October 13 - 14 - World Customer Service
 Congress

Conference: "The Second World Customer Service
 Congress: New Frontiers in Customer Satisfaction"

Where: The Ritz-Carlton Hotel, Tysons Corner, VA

Cost: from \$159 per tutorial to \$995 for the complete
 conference (\$895 government rate)

For more information call 1-800-899-6363 or write
jjamktg@erols.com

 Wednesday, October 14 - ASQ Sections 502 & 509, AQP
 Chesapeake Chapter, Howard County Partnership for a Quality
 Community, Johns Hopkins University Applied Physics
 Laboratory, and the Maryland Center for Quality and Productivity

Event: National Quality Month Celebration: "The Quest for
 Excellence"

When: 8 a.m. - Registration, Breakfast, Networking
 9 a.m. - Introduction and Welcome
 9:30 - Session 1 - Leadership
 11:15 - Session 2 - Strategic Planning
 12:30 - Lunch
 1:30 - Session 3 - Results on Successful Strategies
 3:30 - Adjourn

Where: The Johns Hopkins University Applied Physics
 Laboratory, Parsons Auditorium (Main Building) Laurel, MD

Cost: \$25 includes continental breakfast and lunch,

To register, send check to AQP Chesapeake Chapter,
 c/o Jo McLaughlin, 10138 Century Drive, Ellicott City, MD 21042.
 Registration deadline is October 2, 1998. For more information
 call Carlos Castillo at 240-228-7007 (DC) or
 443-778-7007 (Baltimore).

 Tuesday & Wednesday, October 20 -21 - Advanced Learning
 Institute Conference: "How to Develop and Use Output &
 Outcome Measures for Government Agencies: Determining What
 to Measure and How to Measure It"

Where: Gallaudet University, Kellogg Conference Center
 Washington, DC, Cost: Government \$1095, Private Sector \$1395

For more info. call 312-362-9100 or write info@aliconference.com

 Wednesday, October 21 - SkillPath Seminar: "Overcoming
 Workplace Negativity"

October 21 - Baltimore, Best Western, 5625 O'Donnell St.
 October 22 - Annapolis, Days Inn, 2520 Riva Road
 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.

 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

Tuesday, 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

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

Upcoming Meeting: December 1 "Business/Education Partnership
 Interactions", Don Lewis, Kevin Gilson & panel discussion.

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
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newsletter@asq0511.org**

Howard County School System's Applications and Research
 Laboratory, Route 108, Ellicott City

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.

American Society for Quality, Northern Virginia, Section 511

For more information please contact Sue McArthur at Programs@asq0511.org or see www.quality.org/asq0511.htm

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. 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.

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.

Contact the Program Chair, Sue McArthur at (703) 363-4860 or 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* or Frank Hutchison at (703)425-5192.

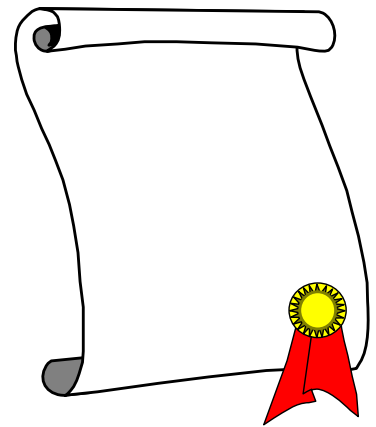
Planned Certification Refresher Course Dates 1998 - 1999

<u>Certification</u>	<u>First Class</u>	<u>Exam Application Deadline</u>	<u>Exam Date</u>
CSQE/CRE/CQT/CMI/Manager	August 18	August 21	October 17
CQE/CQA	October 8	October 9	December 5
CSQE/CRE/CQT/CMI/Manager	TBD	January 8	March 6
CQE/CQA	TBD	April 9	June 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

American Society for Quality



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