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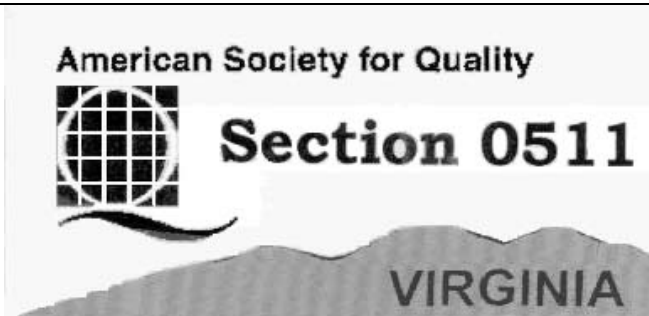
Dinner at the Red Fox Inn

In May, 54 folks had the pleasure of enjoying the Section 0511 dinner meeting at the Red Fox Inn, located in Middleburg, VA.   This was a first meeting for many members who live nearby. A great meal was followed by a presentation from Gary Reams of NEC America on the TL9000 standard.

Past-chair Bill Casti, Gary Reams and Programs Chair Sue McArthur

Before dinner, Nick Croce gave a historical account of the Red Fox Inn, the famous people who have frequented it, and a little history about Middleburg itself. Middleburg was named because it was literally "in the middle" between Alexandria and Winchester on the Ashby Gap trading route (now Route 50).

Chair-elect Jim Coley and Chairman Don Burke

We also elected the 1999-2000 Executive Board Officers: Greg Donovan - Treasurer, Wanda Davis - Secretary, Jim Coley - Chair-elect, and Don Burke - Chairman. Heck, we even got Walt Mendus, our Historian to attend!

A special thanks to our past-chair Bill Casti, for his leadership. ASQ 0511 plans to have many more dinner meetings on-the-road. Stay tuned for details. The 1999-2000 Board is looking forward to a great membership year. -**QM**

American Society for Quality

ASQ

Northern Virginia Section 0511

Historian Walt Mendus
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.

ASQ Section 0511 1999/2000 Organization

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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. **–QM**

WHAT IS INFO LINE?
703-757-1732

INFO LINE was started by section 0511 as a publicity outreach activity. INFO LINE is not only intended for our members but for anyone interested in quality principles, methods, and techniques. The section's board of directors decided to set up a local phone number to publicize the different activities sponsored by the section. INFO LINE is one of three methods employed by the section to get the word out on quality activities. We also have a Newsletter and a Website. INFO LINE changes monthly to coincide with our monthly dinner/speaker meetings. INFO LINE also posts information on training and educational activities such as refresher courses for ASQ certification exams, the ISO 9000 users group, and the Measuring Organizational Performance group. We are constantly adding additional information to INFO LINE to increase its value to our members and other interested persons. INFO LINE is maintained by our Publicity Chair, Tim Gavagan. He may be reached at 202-268-3050 for any suggestions to improve INFO LINE or to review and accept your quality-related materials for publication. What are you waiting for? Call INFO LINE now and stay smart!

THE CHAIR'S CORNER
by Don Burke

Where there is no vision, the people perish.
Hebrew Bible. *Proverbs* 29:18

> *-"WHERE are we going boys?" was the query from their leader. It is said that the three Liverpudians would respond with "to the tippy top - to the toppermost of the tippy top."*
>
> *-"We choose to go to the moon. We choose to go to the moon in this decade….."*
>
> *-"We can't possibly get a council ready by 1963", said the subordinate. "All right," said the leader, "We'll have it in 1962."*

Three quotes, from three leaders, all named John. John Lennon, Beatle, John F. Kennedy, U.S. President, John XXIII, Pope, each developed and articulated a vision, for others to follow.

Indeed, The Beatles got to the 'Toppermost', the United States landed on the moon in 1969 and the Second Vatican Council was convened.

The leaders identified the dream, the vision, the state that they and the team wanted to achieve. The vision that they worked towards achieving through planning, executing, reviewing and improving as necessary.

ASQ has established its Vision, as follows:

By 2004, the American Society for Quality will be:

- Our member's best resource for achieving professional and organizational excellence.

- A worldwide provider of information and learning opportunities related to quality.

- The leader in operational excellence and delivering customer value.

- The recognized leader worldwide for advancing individual and organizational performance excellence.

The question for us, in the trenches, is how do we perform to support the lofty vision that ASQ has promulgated?

We need to follow our instincts, augmented by experience, and practice what we preach. We need to do things effectively and efficiently, with clear communication goals in mind as we serve the needs of membership (each other) and reach out to the business community – these are our CUSTOMERS.

It is this audience that will determine if, on the local level, ASQ 0511 is the "best resource.., provider of learning..,deliverer of customer value.. and an advancer of excellence."

To the reader, please 'Live the Vision! Make ASQ 0511 as strong a community as possible. Be part of the excellence, help in the learning, be the resource that translates to customer value. Exhibit the vision in what you do at work, at home, at play and in the community; i.e., be an example.

Relating to the ASQ 0511 community, come to the Section meetings, work on a committee of your choice, make your voice heard on the gripping questions and discussions that lead to the direction for fulfillment of the organizational Vision.

Wise men and women in the field of human relations often say that to avoid controversy stay away from the subjects of politics and religion. I have not heard that borrowing from the world of the Arts is so dangerous, so I close with visionary advice from John Lennon – "Imagine". -**QM**

Federal Government Awards Contract To Measure Satisfaction With Its Services

30 High Impact Programs to be Included in American Customer Satisfaction Index

MILWAUKEE, June 7, 1999 – The 30 federal agencies that serve 90% of government's customers will be included in the American Customer Satisfaction Index (ACSI). The launch was announced by Vice President Gore through the National Partnership for Reinventing Government.

ACSI is a national economic indicator of the quality of goods and services in the U.S. marketplace. It provides customer satisfaction scores for 34 industries and 200 companies with aggregates to economic sectors and to the nation as a whole. Student loans and social security are among the 30 government services that will now be added to the ACSI. Established in 1994, the ACSI methodology links customer satisfaction to economic returns for companies and to improved performance for the public sector. ACSI is produced through a partnership between the University of Michigan Business School, the American Society for Quality, and Arthur Andersen.

Programs of the following government agencies and departments will be included in the ACSI: Agriculture, Commerce, Defense, Education, Environmental Protection, General Services Administration, Health and Human Services, Housing and Urban Development, Interior, Justice, Labor, NASA, Office of Personnel Management, Social Security, State, Transportation, Treasury, and Veterans Affairs.

"Government service is a large part of the economy. It is important the quality of that service is measured in a uniform manner so that comparisons can be made to the private sector," said Claes Fornell, the Donald C. Cook Professor at the University of Michigan. The ACSI methodology was developed under the direction of Fornell. "The public sector is under great pressure to become more efficient. But efficiency is not always the same as good service. The government has now taken a step to make sure that the quality of service does not get shortchanged."

"Including these government agencies in the American Customer Satisfaction Index gives all of us a voice and also provides the agencies with a roadmap for doing the best job possible," Jack West of the American Society for Quality said. "ACSI scores customer satisfaction on a scale that allows comparisons among agencies and with private businesses." Research and statistical analysis will be done at the University of Michigan Business School's National Quality Research Center under the direction of Fornell and Barbara Everitt Bryant, former director of the Census

Bureau. ASQ will provide expertise and logistical support and Arthur Andersen will assist with advising agencies on how to improve their customer satisfaction. -**QM**
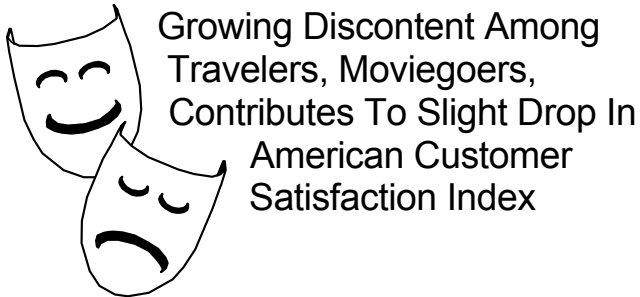
Growing Discontent Among Travelers, Moviegoers, Contributes To Slight Drop In American Customer Satisfaction Index

MILWAUKEE, May 17, 1999 – Customers' plummeting satisfaction with service in some industries within the transportation, communications, and service sectors, contributed to a slight drop in national customer satisfaction, according to the most recent findings of the American Customer Satisfaction Index (ACSI). The national index, which is reported on a 0 to 100 scale, dropped 0.5 of a point the first three months of 1999 – from 72.6 to 72.1 – ending its climb throughout 1998 but still above its all-time low score of 70.7 in 1997.

Airlines, network television news, and telecommunications companies received disappointing scores from customers for their ability to deliver quality service. However, the newspaper industry, parcel delivery providers, and electric utilities gained growing approval, which helped offset the overall satisfaction score for the transportation, communications, and utilities economic sector.

Turbulent times for airlines. Since the first ACSI report in 1994, the airline industry has dropped nine points, from 72 to its current all-time low score of 63. "Because most of the gates in our airports are dominated by a single airline, travelers have little choice – so they're forced to endure rising ticket prices, lost luggage, and poor in-flight service," said Claes Fornell, professor, University of Michigan's School of Business. "As long as passenger choice is restricted, there is not much incentive for the airlines to improve. Things may change as a result of the Justice Department's investigation of the major airlines or by the recent congressional scrutiny. We may see the governments antitrust complaint against American Airlines followed by charges against more airlines."

Telecom provider options cause disconnection for customers. The satisfaction score for the telecommunications industry dropped another point this year, from 74 to 73 – continuing a four-year decline.

"It's quite possible that the barrage of telecommunications industry mergers and intense marketing by local and long-distance service providers is wearing thin for customers," said Joe O'Leary, partner, Arthur Andersen Business Consulting's Integrated Customer Solutions practice. "Customers have options, and price clearly isn't the only deciding factor, yet that is what's most often marketed to them. Service providers need to do an even better job of providing options that are relevant and convenient."

Television network news doesn't rate well with the public. The most recent ACSI score for the television network news industry dipped to its lowest recorded score of 62, a 15-point decline over the past five years. As network television continues to lose viewers to cable television programming, this precipitous decline is another indication that customer dissatisfaction presents a very real business threat to market incumbents and an important opportunity for new entrants. "This most recent decline provides additional supporting evidence that customer satisfaction is a leading indicator of business success," said Jack West, American Society for Quality.

Readers are more content with their favorite newspaper – the satisfaction score for the nation's seven largest newspaper publishers rose three points to 69. A one-point increase for the hotel industry could not offset the overall drop in customer satisfaction for the service sector, caused by declining scores for the motion picture and hospital industries.

Not a "Titanic" year for the film industry. Even box-office favorites such as "Shakespeare in Love" and "Saving Private Ryan" could not counteract moviegoers' negative reaction to rising ticket prices. Customer satisfaction for the movie industry has dropped five points since last year, from 76 to 71.

Patients don't care for hospital service. Aging facilities and increasing competition may force hospitals to become more patient-friendly. Following a five-point jump in satisfaction from 1997 to 1998, patients' scoring of hospital service decreased by two points, from 72 to 70.

The American Customer Satisfaction Index (ACSI) is the only uniform, national, cross-industry indicator in the United States that links customer satisfaction of U.S. household customers with performance. The index measures the satisfaction of U.S. household customers with the quality of the goods and services available to them – both those produced within the United States and imported from foreign firms that have a substantial market share of dollar sales. This key economic indicator, produced through a partnership of the University of Michigan Business School, the American Society for Quality (ASQ), and Arthur Andersen, helps companies determine and understand what drives customer satisfaction and loyalty, and their relationship to bottom-line financial results. Using the information derived from ACSI data, companies can focus initiatives that will impact and improve customer satisfaction.

The American Customer Satisfaction Index is updated on a rolling basis with one or two sectors of the economy measured each quarter.

Note: For a complete listing of ACSI ratings contact Chris Lochemes at 800-248-1946 or Mary Hall at 214-939-6934. -**QM**

Join us !

ASQ Section 0511 holds monthly dinner meetings with guest speakers

The cost for the dinner is $20.00 and reservations must be made. You may call Intertek at (703) 818-8500 ext. 0., or visit our website at http://www.quality.org/webdebit/ASQckcc.htm

You do not have to come to the dinner to hear the speaker.

ASQ Annual Quality Congress and Exposition - - - By Don Burke

During the period May 23 to May 26, I attended the 53rd Annual Quality Congress and Exposition in Anaheim, Ca. The theme for this year's event was "Surfin' Into The Next Millennium".

On the Sunday evening, I attended the meeting/reception for Section officers. This event provided the opportunity to introduce myself to our Regional Director (Region 5), Sal Scicchitani. Additionally, I met officers from Sections within Region 5. Sal floated, in a very preliminary mode, the idea of Region 5's sponsoring a Quality Conference, in the not too distant future. Obviously, Section 0511 would be solicited for support in that eventuality.

The keynote speaker was Dr. E. David Spong from Boeing Company's Airlift and Tanker Programs, which was a recipient of the 1998 Malcolm Baldrige National Quality Award. He testified to his company's commitment to and growth under the Principles of Quality. The Plenary and Closing Session Speakers, Boris Brott, Symphony Conductor and Dr. Su Hua Newton, Winemaker, Newton Vineyards, respectively, were both entertaining and insightful. They made the Quality Process come to life during the discussions of their diverse experiences.

The Congress involved two and one half days of exhibits and sessions for enjoyment and learning for the participants. I pursued my interests in Leadership/Management and Statistical Thinking and Practice (as I prepare myself for the ASQ Certified Reliability Engineering Examination). Although the location was directly across the street from the Disneyland Amusement Park, the Congress could definitely not be considered "Mickey Mouse" in planning or execution.

It had been five years since I had attended an Annual Quality Congress and I believe that to be too long of an interval. Attendance can provide an up-to-date perspective on the happenings within our profession and ASQ. Networking with professional colleagues who attend the Congress is a strong drawing card.

I recommend "Driving World-Class Performance" for those who are able to go to Indianapolis, from May 8-10, 2000 for the 54th Annual Quality Congress and Exposition! -**QM**

Quality 2000: The Art of Quality and the Mastery of Change

Remarks of Charles R. (Ron) Asbury, Incoming President of the American Society for Quality   As prepared for presentation at the AQC Annual Banquet, May 25, 1999

As I was preparing my remarks for this evening, I knew I wanted to speak on a very personal level to each of you about quality. About change. And, most importantly, about our role as agents of change. But I struggled with how I might approach this subject in a novel and thought-provoking way. Then I came upon some words from a very unlikely source-the great 20th century pianist Arthur Schnabel, describing his approach to his work. He said, "The notes I handle no better than many pianists. But the pauses between the notes – that is where the art is!" Listen to what he said: The pauses between the notes. That's where the art is. Let the others concentrate on playing the notes on the page, he says. He wants to find the beauty in the music by looking between the notes. I think that's one of the most incredible statements of out-of-the-box thinking I've ever heard. (And I have to thank my wife and daughter – both pianists – for helping me appreciate the real depth of this insight.)

Hitting the Notes vs. Playing the Music
Isn't that a wonderful way of distinguishing what you do from what everyone else does. Not merely playing the same notes on the page that all the other competent players play. The real artist reads much more into it. I learned two lessons from Schnabel's statement. Lesson #1: We as quality professionals must apply similar out-of-the-box thinking. Our role is changing drastically. We've developed a strong foundation of knowledge over the years. But now it's time to focus on the spaces between the notes. Remember – the spaces between the notes. We must set sail from what have become safe harbors for us. Indeed, we must become agents of change. Lesson #2 is about how we change – where do we go? As we lift anchor, what point on the compass do we follow? The answer is simple. We must add value.

That's what I'm going to talk about this evening: Becoming change agents and adding value. Ultimately, what I want you to do is go back and review your individual roles as quality professionals. Then draft your own personal impact statement showing how you can add value in your organization.
We've talked about change and studied it at great length. We have even figured out that it's going to keep accelerating its pace. But as long as we view change as something that is "out there" we can erect our barriers to it. Psychological barriers. Intellectual. Organizational. What's more challenging is what's here [speaker points to his head] and in here [speaker points to his heart]. So I would rather think of change as an important personal challenge. What's important is us personally. How we react to change. How we prepare ourselves for it. And how we choose to deal with it when – inevitably – it comes to stare us in the face. Intervals of change are a lot like the pauses between the notes. And our preoccupation with what's going to happen is a lot like the pianist struggling to hit the notes. We try so hard to hit the notes that we miss out on the playing of the music. We miss the part that gives life and meaning to the music – the art. Since most of us are trained as engineers and managers, I think that's so easy for us to do.

The Future of the Quality Profession
In the future, we'll need to pay as much attention to the spaces between the notes as we have in the past to the notes themselves. Fully develop our art to its maximum potential. Go some places we haven't been before. This can be scary. But the results are worth it. For example: At Texaco we had a very successful quality process led by the CEO and the senior executives. We – the Texaco Quality Steering Committee (TQSC) – met every other month to focus on worldwide quality issues and to remove barriers to improvement. A primary issue was the growing need to integrate our quality improvement process into the strategic

thinking of the company. Even though we were adding to the bottom line through improvements, the majority of the company still saw quality as a separate initiative. To accomplish this task of integration we had to get out of our "safe harbor" and take risks. We eliminated the TQSC, moved most of the quality professionals into operational positions and created a small group of quality consultants at the corporate level.

Some of the risk we anticipated became reality: An employee perception that the quality process was going away; that senior management was no longer involved with the quality process; and that the quality tools and knowledge gained during the past seven years were no longer appropriate. To make a long story short, we turned these perceptions around. We were very successful in integrating our quality process into the formal strategic planning process and made greater improvements than we had ever realized in the past. All because we took some bold steps into unfamiliar territory. No, bold steps aren't easy. But baby steps don't get us out of safe harbors. And as quality professionals, we have an obligation to help our organizations move along a path of growth and development. If we can lay claim to any art at all, it's our ability to coax out every nuance of improvement potential – from wherever it resides. How will we do that? I think the handwriting is on the wall for us: We must add value to our organizations by being change agents.

When you think about how you can add value – when you leave here and write your personal impact statement – start by re-examining your view of what an organization is. And what it will be going into the next century. Recently I found this definition of the emerging corporation: The new corporation is a set of organizational and social experiments for testing new ideas crucial to the production of quality goods (or services) that can compete worldwide. Organizational and social experiments! Imagine that! Not departments and organization charts. Not assembly lines. Not purchasing and marketing and accounting functions. Experiments. Testing new ideas! How messy and unpredictable that sounds. And yet it's perfectly in sync with the new, organic view of business organizations. A view that contrasts so starkly with the old mechanistic and hierarchical view that we're more accustomed to.

These are living, breathing entities with cultures and attitudes and personalities. Constantly in flux. Human organizations that must be understood and managed as such. Think about how you can add value in an environment like that. They say that opportunity doesn't knock anymore – it sends an e-mail! Going into the new millennium, quality is no longer as we had defined it in the '80s and '90s. So we must do more than just cope or adapt – we must embrace change. Embracing change not only means stepping outside of our technical safety zone, it also means being smart business people who understand profit and loss. And we must be very tuned in to the people side of organizations.

As Mort Meyerson, former chairman of Perot Systems, has said, "Most companies are still dominated by numbers, information, and analysis. That makes it much harder to tap into intuition, feelings, and oblique thinking – the skills that leaders will need to succeed in the future." I agree with that view. And I think it not only applies to leadership in the private sector, but to leadership in our communities as well. We must be trusted experts who can bring quality principles to bear on solving problems in the communities in which we live.

On Becoming a Change Agent
As quality professionals, you already possess some unique qualifications as change agents. People who have studied the change phenomenon have identified common characteristics and beliefs shared by effective leaders of change.
Let me share some with you. According to the experts, change agents are people who....

-Transform organizations by changing the way people think.   -Believe in the mission and take great pleasure in the journey.
-Are resilient team players, combining patience, persistence, and a sense of humor.   -Are in the thick of the most value-adding activities.

They are do-ers: facilitating improvement teams, benchmarking competitors, managing new-product design teams, and running customer-service task forces. Do you recognize yourself anywhere in this description?   These characteristics constitute a particular mindset and skillset.
According to organizational change theorist Jon Katzenbach, "Change is all about critical mass. If you get a critical mass of real change leaders in the middle, you have a much better chance of leading a successful major change effort." In other words, it's up to people like us.

Conclusion
Earlier I used a metaphor about the qualitative difference between being a good piano player and a great musical artist. I want the American Society for Quality to be the organization that makes that kind of difference for you. Professionally. In your organizations. Let me assure you that when you go back and institute the kinds of change we've talked about here tonight, you are not alone. Your Society has the resources to help you. We are the world's foremost publisher of quality-related books, magazines, and journals. We have a benchmark certification program, a strong division and section organization to support you in your industry and provide you with a vibrant career network.   An education and training department that can put on this magnificent Annual Quality Congress and a superb slate of course offerings year in and year out. I want the American Society for Quality to be your key to individual and organizational performance excellence. And I pledge to you I will do everything in my power this year to make that happen. I will continue to support worldwide quality research, encourage new quality product development, and enhance our services to support our individual members in their quest for excellence.   There's something else I will really try to do. And I also want you to try, too. That is: Have the courage to think and act in new ways. -**QM**

ASQ Section 0511 Education and Training - Fall Courses 1999

This is the latest schedule for the Certification Refresher courses offered by our section.

Class	Start Date	Application Deadline	Exam Date	Location	Instructor
CQManager	July 27	Aug 28	Oct 8	TBA	Hutchison
CQE	Sept 1	Oct 8	Dec 4	TBA	TBA
CQSE	Sept 15	Oct 8	Dec 4	TBA	TBA
CQA	Sept 29	Oct 8	Dec 4	TBA	TBA

Registration: Registration is formal on the first night of the class, however, preference is given to those who sign up ahead of time. Please help us ensure a class is presented (minimum student number achieved) by pre-registering.
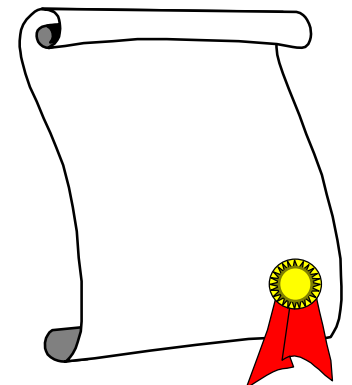
Pre-register: Can be achieved through the ASQ 0511 web page (w/payment) or by contacting:

Frank Hutchison	703-425-5192	HutchisonFE@asqnet.org
Don Hendrix	703-803-3554	Education@asq0511.org

Cost: The cost for just the course is $275.00 + $75.00 for the book (if you don't have the QCI Primer) for a total of $350.00. This does not include the fee assessed by ASQ to take the exam (see below). Payment can be via check/invoice or through the ASQ credit card system on the 0511 web page: http://www.quality.org/ASQC_Sections/Section_0511/education.   Checks/invoices are to be made out to ASQ Section 0511. The official mailing address is: **ASQ Northern Virginia Chapter 0511,   P.O. Box 1867,   Herndon, VA 20172-1867**

Exam Fee: The course fee does **NOT include the exam fee**! The registration for the exam must be completed through ASQ Headquarters. Call ASQ Headquarters at 1-800-248-1946, and request a certification exam **Registration** package. They will send you an exam registration booklet that includes the application form, the exam body of knowledge, code of ethics, outline of the test, references, and sample test questions.

Location: To Be Announced   **Hours:**   Class times are once per week for 3 hours a night starting at 6:30pm. First class is a Tuesday Night.

For the latest information about Certification Requirements, Body of Knowledge, Study Guide, References, and Register for the exam on-line, go to the ASQ web page below for that certification.

Certified Quality Auditor   http://www.asq.org/standcert/certification/cqa1.html
Designed for those who understand the standards and principles of auditing and the auditing techniques of examining, questioning, evaluating, and reporting to determine quality systems adequacy.

Certified Quality Engineer   http://www.asq.org/standcert/certification/cqe1.html
Designed for those who understand the principles of product and service quality evaluation and control.

Certified Reliability Engineer   http://www.asq.org/standcert/certification/cre1.html
Designed for those who understand the principles of performance evaluation and prediction to improve product/systems safety, reliability, and maintainability.

Certified Quality Manager   http://www.asq.org/standcert/certification/cqm1.html
Designed for those who understand quality principles and standards in relation to organization and human resource management.

Certified Software Quality Engineer   http://www.asq.org/standcert/certification/csqe1.html
Designed for those who have a comprehensive understanding of software quality development and implementation; have a thorough understanding of software inspection and testing, verification, and validation; and can implement software development and maintenance processes and methods.

Certification training at Qwest

*This is not the same as the ASQ Section 0511 class (although the materials are the same). The training covers the CQManager, CSQE, and QAI's CQA exams. These are at the Qwest office - 4250 N. Fairfax Drive, Arlington, VA, from 12:00 - 1:00pm. The next session will start on Tuesday, July 13; with sessions mostly on Tuesdays and Fridays, with some additional sessions, until the ASQ exam dates. The cost is free. RSVP No later than COB, July 1, 1999 via:E-mail preferred to both Sue & Marie, send: Name, company name, which site (Ballston, San Antonio, etc), work phone number, e-mail address to: Sue McArthur, CQMgr, CSQE, CQA 703-363-4860 sue.mcarthur@qwest.com **and** Marie Rondot, CSQE, CQA 703-363-4118*
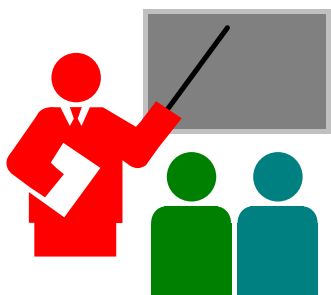
Report from the MOP Study Group

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 19, 1999: Measuring the Return on Investment (ROI) in Training

Bob Wise and Lea Edwards, both MOP members, led a discussion of Training ROI. In the first half of the meeting, Bob reviewed the traditional 4 level Kirkpatrick training evaluation framework (Reaction, Learning, Application, Results) and discussed the current confusion in the training literature about ROI. Some authors equate ROI with training results, as if it was Level 4 of Kirkpatrick's framework. Others view ROI as a new, fifth level to be added to the Kirkpatrick framework.

ROI can be calculated in two ways. One way is to define it as the Total Financial Gain resulting from training divided by the Cost of Training. The second way is to define it as the Net Financial Gain resulting from training divided by the Cost of Training (where Net Financial Gain = Total Financial Gain minus Cost of Training). In either formula, the challenge is to determine the Financial Gain from training. The Cost of Training is not as difficult to calculate.

Bob presented a method he used with a client to calculate training ROI. The client wanted to determine the payback to training all workers on a production

line in the correct procedures for maintaining the operating efficiency of one critical piece of equipment. Bob's method involved first (1) establishing a collaborative relationship between the production process owner and the training staff, (2) mapping the process, (3) measuring process performance for 4 months before training, (4) agreeing on a rational for why training could improve process performance, (5) monitoring training during delivery, (6) evaluating training, (7) measuring process performance for 4 months after training, and (8) calculating the change in process productivity. The training ROI for this client was 134%.

Lea Edwards then presented a client who was interested in doing an ROI analysis. Her client was the R and D department in a systems engineering organization. The training to be evaluated involved training in leadership, teamwork, performance improvement, and knowledge management. The MOP Group spent the rest of the meeting in small groups determining whether Bob's method could be applied to Lea's client.

June 16, 1999: Death by Viewgraph?

Introducing himself as "a closet graphics-maven for most of his long and tortured career," Paul Slattery (pslat@compuserve.com, 703-356-6669) presented several new ideas about presenting data so that an audience can see, hear, understand, and act on the visual information presented. Paul began by asking MOPers to generate a list of characteristics of the best and worst presentations they had experienced, and then presented a similar list from a survey he had conducted. The five key characteristics he recommended for best presentations were (1) Less eye-candy, (2) Make the audience feel that the presentation is aimed at them, (3) Provide only information that is selected, distilled, and relevant, (4) Use displays that make the information "jump out," (5) Let audience members leave with "one good thought."

To achieve these characteristics, Paul distinguished between Organizing Ourselves and Organizing Information for the presentation. Organizing Ourselves focuses on audience needs, what the presenter wants the audience to do with the information, and potential conflicts within the audience around the information presented. Organizing Information focuses on presentation purpose, selecting data to support the purpose, simple graphics, appropriate color, and action-steps.

Paul then presented some real data (in the form of a scatter plot) supplied by a MOP Group member that suggested a relationship between the number of visits consultants make to client sites and the level of adoption of the consultants' recommendations by the client. The Group then debated interpretations of the data and how the interpretations could best be displayed in a presentation.

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**

The next issue of **QualityMatters** will be September 1999.

The deadline for submissions is

Upcoming Professional Meetings and Events in the Baltimore-Washington Area

The following is a service of the Baltimore-Washington-Northern Virginia Partnership for Learning and Cooperation. 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; Chesapeake Bay Organizational Development Network (CBODN); Quality Assurance Association of Maryland; the Washington Deming Study Group; and the Maryland Center for Quality and Productivity. For more information about the BWPLC, contact any member organization
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Thursday – Friday, July 1 & 2 – National Businesswomen's Leadership Association

Event: "The Baltimore Conference for Women '99"

Where: BWI Airport Marriott, West Nursery Road

Cost: $149 for conference only, $99 for workshops only -- mixed options available.

For more information call 1-800-682-5078.
****
Wednesday, July 7 – Washington, DC, Area Software Process Improvement Network (SPIN)

Topic: "The Integration of the EIA and SEI Systems Engineering Models and Assessments"

Speaker: Paul Byrnes   When: 7 p.m. Refreshments and Networking

                                7:30 – 9:30 p.m.   Meeting
Cost: Free and open to the public.

SPIN meetings are usually held on the first Wednesday of each month. For information or to RSVP to attend meetings contact Kathy Ditchkus at 703-641-2141 or kditchku@cscmail.csc.com.

Upcoming SPIN meetings>>>

August 4   "ISO 9000, ISO 12207, and CMM as a Set", Lewis Gray

September 8 "Unnatural Evolution of Process Assets", Suzanne Garcia

October 6   "Automated Testing", Elfriede Dustin

November 3 "Assessment and Lessons Learned", Dana Roper, at Lockheed Martin Undersea Systems, Manasas, VA

December 8 "Combining the PERT Chart and Organization Chart to Obtain a Powerful Method of Organizing and Managing Software Projects", Stan Rifkin
****

Tuesday – Thursday, July 13 – 15 – National Partnership for Reinventing Government

Conference:"Excellence in Government '99: Leading for Change at All Levels" -- The Reinvention Revolution and Federal Quality Conferences have been weaved into one event.

Where: Omni Shoreham Hotel, Washington, DC

Cost: Government $795, $695 before 5/15. Corporate $1,095, $995 before 5/15

For more information visit www.excelgov.com or call 800-868-9445.
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Wednesday, July 14 - ISO 9001 User's Group sponsored by American Society for Quality (ASQ) Section 509

When: 5:30 p.m.   Where: Allied Signal, 7515 Mission Drive, Lanham, MD

The ISO 9001 User's Group meets every second Wednesday of the month.
For more information contact Vinod Maheshwari 301-249-3300, Syed Ali 240-228-6130, Vinod Sarin 301-428-2786, or Norman Moreau 410-857-1383.
****
Thursday, July 15 - Americans Communicating Electronically (ACE)

When: 10 a.m. - Noon

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

Cost: Free and open to everyone.

ACE meets on the third Thursday of every month. For more information call 202-720-2727 or visit www.sba.gov/ace.
****
Thursday, July 15 - Northern Virginia ISO 9000 User's Group -- ASQ Section 511, sponsor

Meetings are held every month, on the third Thursday, from 6:30 - 8:30 p.m.

For more information contact Quentin Conroy at ISO9000@asq0511.org
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Tuesday – Wednesday, July 20 & 21 – International Quality & Productivity Center

Seminar: "Using the Balanced Scorecard in Government Agencies: Translating Strategy into Action"

Where: Sheraton National Hotel, Arlington, VA   Cost: $1595 and up

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

Upcoming IQPC Seminars>>>

September 14-15   "Implementing, Managing, and Reporting Performance Measures in Government Agencies", Sheraton National Hotel, Arlington, VA. $1295 and up.
****
Monday – Wednesday, July 26 – 28 – Institute for International Research

Event: "Summit on Defining, Measuring, and Reporting Performance to Improve Results in Government"

Where: Wyndham Bristol Hotel, Washington, DC

For more information call 888-670-8200.
****
Monday – Friday, July 26 - 30 – ESI International with The George Washington University

Seminar: "Managing Projects in Organizations"

Where: Washington, DC   Cost: $1495

For more information phone 1-888-ESI-8884 or visit www.esi-intl.com

Additional dates in Washington, DC: August 9 – 13, and September 13 – 17.
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Tuesday, July 27 – Society for Software Quality, Washington, DC, Chapter

Topic: "Knowledge Management"   Speaker: Douglas Weidner

When: 7 p.m.   - Networking and Refreshments
         7:30 – 9 p.m.   - Meeting

Where: American Management Systems, Fairfax, VA   Cost: Free

Meetings are generally on the second Tuesday of each month. All are invited. SSQ membership not required for attendance.

For further information call Chris Dryer 202-767-2894, Steve Leydorf 410-573-7286, or Brad Schwartz 703-205-3230, or email dryer@bdcmail.nrl.navy.mil, or visit www.ssq.org

Upcoming SSQ Meetings>>>

September 14 "Capability Maturity Model: Level 4 & Level 5 – Managed & Optimizing", Al Florence, at American Management Systems, Fairfax, VA

October 12   "Software Cost Reduction" or "Practical Formal Methods", Constance Heitmeyer, at American Management Systems, Fairfax, VA

November 9   "National Software Quality Experiment: A Lesson in Measurement 1992 –

         1998", Don O'Neill, at Software Productivity Consortium, Herndon, VA

December 14   TBA
****
Wednesday, July 28 – James Madison University

Program: "The Four Roles of a Leader: How to Make Every Team Player a Leader"

Speaker: Dr. Stephen R. Covey   When: 8:30 a.m. – 3 p.m.

Where: Martin's West, Baltimore   Cost: $399 per person, group discounts available

For information call 1-800-873-3451, email teams@wyn.com or visit www.lessonsinleadership.com
****
Thursday, July 29 – Greater Washington Society for Association Executives

Event::   Peter Senge will present his latest book/model, "The Dance of Change"

For more information contact Linda Smith at 202-726-5211.
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Wednesday – Thursday, August 25 – 26 – Rockhurst University Continuing Education Center, Inc.

Conference: "The Baltimore Management Conference '99"

Speakers include: Celeste Jonson, Bob Tracz, Sharon Spano, and Steve Gilliland.

Where: Best Western Hotel and Conference Center, 5625 O'Donnell Street, Baltimore

Cost: $195 first day conference only. More to add workshops. Group discounts available.

For information call 1-800-682-5078 or visit www.natsem.com
****
Wednesday, September 15 - American Society for Quality, Baltimore, Section 502

Topic: "Quality Improvement in Healthcare"

Speaker: G. Stephen DeCherney, MD, Region 5 Councilor for Health Care Division

Where: Rothwell's Cafe

For more information about the Section call 410-347-1453, write Asq0502@asq.org, or visit www.quality.org/ASQC_Sections/Section_0502/index.html

>>>1999 – 2000 Proposed Section Program:

October 12 "Making a Quality Choice in Investments", Mary Beth Newman, Financial Consultant with Merrill Lynch

November 10 "ISO 9001 – The Y2K Revision" – Steven Zakrzewski, RAB Lead Assessor, SGS International Certification Services, Snyder's Willow Grove

December 7 "Metrology in the ISO/QS Decade" – Phil Stein, P.G. Stein Consultants, Chair, Measurement Quality Division

January 12 "Statistics Night: Applied Statistical Applications", Kymm K. Hockmann, PhD, DuPont Research & Technical Center, Snyder's Willow Grove

February 16 Software Quality: Joint Meeting with IEEE, Linda Rosenberg, Goddard Space Flight Center, Howard County Community College Gateway Center

March Spouse Night – Tour of Camden Yards/Ravens Stadium
April Inspection Division topic
May "Applying Baldrige Criteria to the Manufacturing Sector", Howard Butz, AAI Corporation - Tentative
****
Saturday, September 25 – Chesapeake Bay Organizational Development Network

Event: Membership Meeting

For more information about this meeting Contact Marylyn Weinstein at 301-530-4668 or marilynweinstein@juno.com, Allan Jones at 703-941-1205 or jonesa@erols.com.

For more information about CBODN visit www.concentric.net/~cbodn
****
Wednesday, October 6 – Association for Quality and Participation Capital Chapter

Event: Chapter Conference

For more information, please call the AQP Capital Chapter hotline at 703-532-9440.

Capital Chapter meetings are generally conducted on the first Wednesday of odd months.
****
Saturday – Sunday, October 16 – 17 – The W. Edwards Deming Institute

Event: Conference & Community Symposium

Where: Georgetown University Conference Center, Washington, DC

For more information visit www.deming.org, call 301-299-2419, or email staff@deming.org.

Upcoming WEDI Events>>>

October 18 – 21 Four-Day Video Seminar, Georgetown University Conference Center, Washington, DC
****
Thursday, October 21 -- The University of Maryland Center for Quality and Productivity

Event: "1999 Maryland Excellence Conference: A Collaborative Celebration of Organizational Excellence"

When: 8 a.m. to 4:30 p.m.

Where: The Kossiakoff Center at the Johns Hopkins University Applied Physics Laboratory

Cost: $100 per person

For more information about the Senate Productivity and Maryland Quality Awards call the Maryland Center at 301-403-4413, visit www.bsos.umd.edu/mcqp, or call Nellie Freeman at Senator Sarbanes' office 202-224-4524.
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Monday – Wednesday, October 25 – 27 – Linkage, Incorporated

Seminar: "Executive Leadership Development Program"

Where: Washington, DC

Cost: $1995 per person, group discounts available

For more information call 781-862-3157 or visit www.linkageinc.com
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Wednesday – Thursday, October 27-28 – Efe Quality House

Event: "Third Annual World Customer Service Congress"

Where: Ritz-Carlton Hotel, Tysons Corner, VA

Cost: $995, $895 gov't rate. Other rates and discounts available.

For more information call 703-359-5969 or email jjamktg@erols.com
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Tuesday, November, 23 – State of Maryland Center for Continuous Quality Improvement

Event: Governor's Quality Achievement and Employee Recognition Conference

For information contact Tina Romanowski at 410-767-4751.
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Association for Quality & Participation, Chesapeake Chapter

AQP Chesapeake Chapter meetings will resume in September.

For more information about the Chapter, call 410-342-4909, visit www.jhuapl.edu/aqp or write to AQPEmail@aol.com
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Quality Assurance Association of Maryland

QAAM Meetings will resume in September.

For more information about QAAM contact Eve Firmani at 301-352-6442, Susan Burgess at 301-352-6449, or visit the QAAM home page at www.iti-inc.com, click on the QAAM icon.
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American Society for Quality, Washington, Section 509

For information contact Tony Schieck at 301-870-5691, ext. 30, or email aschieck@cencor.com or visit www.quality.org/ASQC_Sections/Section_0509/0509.html
****
Association for Quality and Participation, Cumberland Valley Chapter

Meetings will resume in September.

For more information call Thelma Diehl 717-267-7912 or Marian Witherow 717-762-9699.
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American Society for Quality, Northern Virginia, Section 511

For more information contact Sue McArthur at 703-363-4860 or Programs@asq0511.org, or visit www.quality.org/ASQC_Sections/Section_0511

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Washington Deming Study Group

For more information about the Study Group contact Patricia Clark at 202-663-7585, or Kate Fenton at 703-415-1011, or email Phil Landesberg at Phil_Landesberg@prodigy.com
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HELP!

ASQ Section 0511 is in dire need of a facility in which to hold Certification exams.

These exams are given 4 times a year on a Saturday morning and afternoon and are formally proctored. Examinees would require a quiet location with adequate desk space and restroom access.

If you know of or have such a facility, please call Roger Schaffer at (703) 413-3739.

Strategic Leadership Forum, Washington Metro Chapter

For information, please contact the chapter administrator at 202-244-6045 or email summs@ix.netcom.com
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AQP Capital Chapter Facilitators Workshop

For more information, call the AQP Capital Chapter hotline at 703-532-9440 or Wayne Vick at 703-913-6513.
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The Association for Quality and Participation, Richmond Chapter

For more information contact Wes Clark at 804-383-2620.
****
Strategic Leadership Forum, Washington, DC, Chapter

For information please call 202-244-6045 or email summs@ix.netcom.com
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Reinvention Express Calendar

Visit the reinvention express calendar for information on additional events at www.npr.gov/calendar
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ATTENTION!, ATTENTION !

Members are encouraged to participate in all Section 0511 activities. This includes providing articles and information to the Newsletter, serving on committees and being Board officers. This is your opportunity to make the Newsletter informative with items you think are important. Committee chairs are always in need of new ideas and assistance. Board meetings are held on the first Thursday of the month and dinner meetings usually on the second Wednesday. All members are encouraged to participate. Attendance and participation in these meetings and committees is acceptable for recertification credit. If you want to improve Section 0511, the opportunity is there. Let us hear from you! Contact any Board or Committee member.

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.

American Society for Quality

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