



QualityMatters

Volume 17, Issue 1, July 2000

Chair's Corner *by Don Burke*

Appreciation

As we close the doors on yet another operational year for Section 0511 of the American Society for Quality, as chairman for the 1999-2000 year, I want to express my appreciation for the support and efforts by many of my colleagues on the board.

ASQ is a volunteer organization and therefore highly dependent upon the availability and dedication of those individuals who devote many hours of their time to the benefit of the organization.

We need to recognize that this type of service is what keeps ASQ going at the local level. The services include planning the meetings (Board and Membership) on a monthly basis, with the attendant speaker (at the membership meeting) who provides the audience with useful and entertaining information.

Also, we honor the continuance of the Section training efforts, the certification support via the examination staffing and the recertification reviews. Publicity, Newsletter and maintenance of our World Wide Web presence are other essential services that are the results of dedicated servants. We all should be cognizant of the unsung heroes that do this work and realize that these efforts deserve our appreciation.

Plus/Delta

Most Quality professionals will recognize Plus/Delta is a technique that strives to identify what went right (plus) and what could be improved (delta {change}) regarding an event. The event in question will be past operational year for ASQ Section 0511. I offer my pluses and deltas; I encourage all readers to do the same type of analysis for himself/herself.

Plus

1. Section funds were invested in a financial vehicle that garnered higher rates of return compared with maintaining the funds in the section checking account.

2. Significant progress has been made in establishing a scholarship program sponsored by Section 0511. We can look forward to an approved program within a couple of months.
3. The section rotated the location of its monthly dinner meetings among three locations. This initiative provided variety in menu and ambience.
4. Programs to improve membership participation were launched. Free dinners were provided to new members, also, a four for the price of three dinner offer was initiated.
5. We sponsored a site tour at the Merrifield Post Office. Feedback for this activity was very positive and suggests that additional tours may be popular with the membership.

A "Membership Night" activity has also been planned at the Hilton hotel in Arlington. This opportunity will encourage participation by existing members as well as serve to recruit new members.

Delta

1. Efforts to establish a working budget for the organization were not successful. The governing board never did vote upon proposed budgets.
2. Related to the above issue, the board ratified two high dollar expenditures, after the fact. Ratification of expenditures is something that should never happen. With the purpose and obligatory nature of a budget being understood by the board this type of action would not be required or tolerated.

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Northern Virginia Section 0511

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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.

QualityMatters is published six times a year beginning in January. Deadlines for submissions will be the 2nd Friday of the preceding month.

We accept advertising submissions and are priced per issue.

Please contact Jim Coley at (703) 560-5000 x4041 for details or e-mail at Newsletter@asq0511.org

The next issue of QualityMatters will be September 2000. The deadline for submissions is August 11.

ASQ Section 0511 2000/2001 Organization

Executive Board Officers

Chair:	Jim Coley
Bus. Phone:	703-560-5000 x4041
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Chair-elect:	D.J. Law
Home Phone:	301-206-5200
Section Email:	Chair-elect@asq0511.org
Immediate Past Chair:	Don Burke
Bus. Phone:	703-280-7770
Section Email:	PastChair@asq0511.org
Secretary:	Yvonne Fernandez
Bus. Phone:	703-917-2230
Section Email:	Secretary@asq0511.org
Treasurer:	Bill Casti
Home Phone:	703-834-8210
Fax:	202-263-5022
Section Email:	Treasurer@asq0511.org

Committee Chairs

Corporate Liaison/Finance:	Yvonne Fernandez
Bus. Phone:	703-917-2230
Section Email:	Liaison@asq0511.org
Education :	Roger Mercier
Home Phone:	
Section Email:	Education@asq0511.org
Electronic Media:	Bill Casti
Pager:	800-560-2189
Fax:	703-834-8209
Section Email:	E-media@asq0511.org
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Email:	Historian@asq0511.org
ISO 9000:	Brooks L'Allier
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Section Email:	ISO9000@asq0511.org
Membership:	Bill Eastham
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Section Email:	Membership@asq0511.org
Measuring Organizational Performance (MOP):	
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Newsletter:	Jim Coley
Bus. Phone:	703-560-5000 x4041
Section Email:	Newsletter@asq0511.org
Programs:	Sue McArthur
Bus. Phone:	703-363-4860
Section Email:	Programs@asq0511.org
Publicity:	Tim Gavagan
Bus. Phone:	202-268-3050
Section Email:	Publicity@asq0511.org

Volunteers always needed!!!

Additional volunteers are always 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.

WHAT IS INFO LINE?

703-359-5411

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!

703-359-5411

3. The level of participation by the board members at the monthly meetings could be improved. One tenet of Quality is that participative decisions are better, most of the time. Without attendance at the monthly meetings, the organization suffers from lack of input on the board decisions.
4. Membership participation is relatively low at our monthly dinner meetings as well as in cases when comments from the membership are requested. Perhaps different venues and types of meetings, featuring very attractive speakers, could improve the level of participation. I trust that if we can increase participation at meetings we can expect higher levels of comment and input when requested and needed

Just Fade Away?

Douglas MacArthur is quoted as saying "old soldiers never die, they just fade away". What happens to former chairs of ASQ? Some discussion has occurred during recent board meetings. The conclusion is that with rare exceptions, old chair's involvement in the continuing activities of ASQ Section 0511 tend to fade away, rapidly.

My consideration is that I should continue in some role in support of the board and our membership. My present thoughts are to look for a position/activity that can produce a worthwhile impact, yet not require significant public exposure, i.e., function in the background.

My final wish and hope as Chairman is that other members will find the self-motivation and time to come forward and serve on the board or on one of the committees that sorely need help. Note that most of the existing committees are committees of one, which hardly fits the definition of a committee, never mind the consideration of the potential effectiveness of its actions!

I want to report that I feel my tenure, as Chairman, has been a privilege and an honor. I have enjoyed working with the board, while often being in disagreement with views that were proffered and disappointed in the directions it took. For the most part, we have done some very good things. Looking back, I know I have made a contribution and that is a great feeling!

MOP Group Needs Moderator

Bob Wise, the retiring Moderator, has provided the following information to assist in the recruitment of his replacement.

The ASQ 0511 Study Group on Measuring Organizational Performance (MOP Group) has been a dynamic and enriching forum for exploring issues in the measurement of organizational performance. Recently, the long time Moderator of the MOP Group decided to step aside, yet the membership of the MOP Group wants to continue its work and therefore seeks a new Moderator with knowledge about measuring organizational performance.

The MOP Study Group has been going strong for over 6 years. It meets monthly to explore a wide range of topics related to the measurement of organizational performance. It was started more than 6 years ago because a survey of 0511 membership at that time identified performance measurement as one of the top three items of interest. MOP Group membership has been steady at 40-50 paying members over the years and attendance at meetings averages about 12-15. A majority of the meetings have been led by a Group member with the balance lead by invited speakers. Meetings are held monthly at the VSE Corporation in Alexandria VA across from the Huntington Metro Station. The VSE Corporation provides a great meeting space with the latest projection technology.

The responsibilities of the MOP Group Moderator include the following, at the Moderator's option:

1. Plan meetings—find good speakers, think up interesting meeting topics, get MOP members to present topics or chair meetings, and identify organizations to participant in a MOP clinic
2. Chair monthly meetings or have a member chair meetings
3. Promote meetings by sending email announcements to its membership
4. Maintain an up-to-date membership list and collect information from new members for updates
5. Collect member dues (currently \$20 per year) by sending invoices and processing payments
6. (Optional) Write a MOP column for the Section newsletter summarizing recent meetings

The new Moderator is free to delegate any of these responsibilities to members and several current members have indicated that they would be willing to share the administrative burden with the new Moderator.

If you are interested in pursuing this opportunity, please contact Don Burke at (703) 280-7770 or Chair@asq0511.org

Do you know someone who would like to speak about the subject of QUALITY?

Contact the Programs Chair Sue McArthur at 703-363-4860 or by e-mail: Programs@asq0511.org

It's a great way to communicate your message and receive a free dinner in the process!

ASQ 0511 Dinner Meetings are held on the 2nd Wednesday at either the Marco Polo or Red Fox Inn and on the 2nd Thursday at JR's Stockyards Inn.

MARCO POLO RESTAURANT
245 Maple Ave.
West Vienna, VA

RED FOX INN
2 E. Washington St.
Middleburg, VA

JR'S STOCK-YARDS INN
8130 Watson Street
Tyson's Corner, VA

JOIN US FOR DINNER!

ASQ Section 0511 holds monthly dinner meetings with guest speakers at locations throughout Northern Virginia from 6:30 to 9:00pm. The cost for the dinner is \$20.00 and **reservations must be made**. Reservations MUST be received by us 5 days before the dinner meeting. Visit our website at <http://www.asq0511.org>, or fax your reservation to 1-703-834-8209, or email to: asq0511@asq0511.org, or leave a message on our InfoLine. You do not have to come to the dinner to hear the speaker.

Note: Dinners at these venues REQUIRE pre-registration, with a specific "drop dead date" 5 days in advance; all reserved "no-shows" will be invoiced by the Section, since the Section will have to pay for the dinners they reserved but didn't show up to pay for.

Upcoming Schedule

Wednesday, July 12

Marco Polo

Development and Application of TL 9000 by Brendan Pelan

Brendan Pelan will discuss the development and application of TL 9000 in the telecommunications industry. TL 9000 is a new international standard for telecommunications suppliers and service providers and applies to Products and Services. Brendan will also discuss the overlapping quality standards and lack of supporting metrics that led to the development of this standard, and Bell Atlantic's approach to TL 9000.

Brendan is a Supplier Quality Leader in Bell Atlantic's Corporate Sourcing Organization, with 35 years telecommunications experience. He is responsible for managing supplier performance in the Transport arena of Bell Atlantic's Supplier Quality Management organization. Brendan's organization is responsible for the quality assurance and improvement of strategic supplier products/services contracted within Bell Atlantic's Corporate Sourcing Organization. Bell Atlantic's Supplier Quality Management organization implements leading edge supplier quality management processes for all product streams. These programs are based on TL 9000, ISO 9000, Telcordia's Hardware and Software Quality System standards and other criteria. Brendan is currently the Chair of the Quality Excellence for Suppliers of Telecommunications (QuEST) TL 9000 Phase 5 Work Group, which was responsible for producing the Book 1 - TL 9000 Requirements, and is currently challenged to align TL 9000 to the new ISO 9000:2000 standard. Brendan holds a BS degree in Business Management from the University of Maryland. He is also a certified Quality Management Systems Auditor with the Registrar Accreditation Board (RAB). Brendan is a member of the American Society of Quality (ASQ) and the Quality Assurance Association of Maryland (QAAM).

Reservations by Wednesday July 5

Wednesday, August 9

Red Fox Inn

Setting Expectations for Test Automation by John Calabrese

John Calabrese will discuss best practices for regression test automation. Effective use of test automation tools at client sites will be contrasted with how vendors espouse the use of the tools. John will explore three methods of developing automated test scripts — record-and-replay, hand-coding, and a hybrid approach. The level of commitment necessary to have successful test automation — both at a management level and at an individual level — will be discussed.

John Calabrese was the second employee of west-coast-based PowerTest, which specializes in quality assurance and testing services. He worked with PowerTest for four years in a variety of positions involving quality assurance and testing. John has recently returned to PowerTest and is in the process of building a practice for the company on the east coast. John has worked for several companies, including Qwest Communications, to help them achieve successful test automation. John has a BS degree from San Francisco State University, and holds a certificate in MultiMedia Studies. He is a Certified Product Instructor and a Certified Product Specialist for the Mercury Interactive Test Automation Suite (WinRunner and TestDirector).

Reservations by Wednesday August 2

ASQ Section 0511 proudly presents

a seminar on

Quality Audits for Improved Supplier Performance

Monday, September 11, 2000

at the
University of Virginia
Northern Virginia Center
7054 Haycock Rd
Falls Church, VA 22043

across from the West Falls Church Metro

Quality Audits for Improved Supplier Performance is a one-day seminar designed for management, purchasing, professional and technical personnel who want to think. It is very fast paced. No previous knowledge of auditing is required (or even assumed). The instruction is applicable to any management system (ISO 9000, FDA, military, automotive, etc.). Those preparing for the Certified Quality Auditor exam will find the seminar to be exceptionally valuable.

Participants need not be members of the ASQ, or even the quality function.

The seminar begins by exploring how product and service requirements are defined and accepted. This becomes the basis for subsequent audits. Then, the process of an effective supplier audit is presented step by step. Upon completion of the seminar, participants will understand the difference between inspection, compliance audit, and management audit. This seminar emphasizes supplier partnerships and the management audit.

Instructor



Dennis R. Arter is a consultant and author of *Quality Audits for Improved Performance*. He was part of the team that developed the *Certified Quality Auditor* program way back in 1988. He is deputy chair of standards for the ASQ General Technical Council. He is also active in the Customer Supplier Division.

Topics Covered

Supplier Quality	Checklists
Concepts	Fieldwork
Need for change	Opening meeting
Purchasing Controls	Gathering facts
Your requirements	Communications
Selecting a supplier	Reporting Results
Awarding the business	Analyzing data
Monitoring performance	Cause and effect
Your Audit System	Findings
Authority	Overall analysis
The audit boss	Closing meeting
The audit team	Formal report
Scheduling audits	Follow up
Preparing to Audit	Corrective action
Purpose and scope	Response evaluation
The requirements	Audit closeout
Audit plan	Summary

Duration and Location

The presentation will start at 9 a.m. and finish at 5 p.m. with one hour for lunch. Registration and continental breakfast start at 8 a.m.

The seminar is worth 0.8 recertification units. A certificate of completion will be provided to each participant.

Seminar Fee and Registration

\$50.00 per participant. This seminar usually runs for \$295.00 and seating is limited to the first 50 people. Registration must be received before 9/1/00. Fee includes lecture, continental breakfast, and copy of the course notes.

You can register one of three ways:

Via our web site at
<http://www.asq0511.org> with a check or credit card.

Or FAX your registration with credit card information to: Bill Casti ASQ 0511 Treasurer
(703) 834-8209.

Or you may also mail a check payable to ASQ 0511 for \$50.00 along with your Name, address, day and evening phone numbers to the address below:

Northern Virginia Section 0511
P.O. Box 1867
Herndon, VA 20172-1867

Registration fees are not refundable unless the seminar is canceled

We look forward to seeing you there!

WELCOME! to our newest members:

Thomas A. Bozada

Sharon D. Brinkley

Cari Thieme-Busch

David R. Collingham

Gordon Frank

Mark J. Gatanas

Raef Hussein

Danielle Muhammad

Melinda Stephens

David P. Trumbo

Cynthia Kukenberger
White

Dawn E. Wright

Shawn Zeng

Lisa M. Zuchelli

Free Rental

ASQ Section 0511 would like to make available to it's members, free rental of a Sharp LCD Projector, Over-head Projector and Projection Screen. A nominal damage deposit is required. Non-members can also rent for a daily fee. Contact Bill Casti for details.

ASQ's 55th Annual Quality Congress - Call for Papers

Charlotte Convention Center, Charlotte, North Carolina

May 7-9, 2001

Deadline to submit proposal: July 31, 2000

Strengthen your Competitive Position: use Quality Resources to Drive Excellence

Call for Presentations

The Technical Program Committee of the American Society for Quality is now accepting proposals for its 55th Annual Quality Congress to be held May 7-9, 2001, at the Charlotte Convention Center.

Suggested Proposal Topics

- .. Basic tools .. Knowledge management .. Supplier partnerships
- .. Quality systems criteria: i.e., standards, ISO 9000, QS-9000, TL-9000,
- .. ISO 14000, Malcolm Baldrige Award Criteria
- .. Performance criteria: i.e., metrics, quality cost, six sigma, etc.
- .. Use of technology in quality applications .. Managing culture change
- .. Statistical techniques for process improvement
- .. Innovation and effective execution/application of quality tools
- .. How quality practices contribute to the overall health of an organization:
i.e., financial goals, service goals, process improvement
- .. Professional development .. The international experience

A blind review of the draft papers will be conducted by the members of the Technical Program Committee (TPC) and representatives from ASQ's divisions, sections, and interest groups using the rating criteria. Particular attention will be given to those papers that present the results of continuous improvement based on a sound systematic process. Every paper will receive written comments.

General Review Criteria for your proposal

- Must show case studies and/or examples, practical applications, cause and effect
- Must be original material
- Must have a well-defined focus
- Technical content is appropriate and used correctly
- Proposal should completely discuss subject matter
- Content should advance quality profession

Commercialism

Presenters must agree that their presentations are not opportunities for sales, promotion, or advertising. Company product descriptions are not allowed. Advertising of any kind may not be distributed in the session. Statements made by the presenter are the responsibility of the presenter only, and should not claim to be a representative of ASQ. If you have additional questions, visit www.asq.org, or call ASQ at 800-248-1946 and ask for Traci Blom, send a fax to 414-272-1734 (attn: Ed Services Dept, Traci Blom), or send an e-mail to tblom@asq.org.

49 Organizations Try for Nation's Top Honor for Excellence

June 19, 2000—Forty-nine U.S. organizations, including 14 large manufacturers, five service companies, 11 small businesses, 11 education and eight health care organizations have submitted applications for the 2000 Malcolm Baldrige National Quality Award, the nation's premier award for performance excellence and quality achievement. Fifty-two organizations applied in 1999.

Applicants for the award must show achievements and improvements in seven categories: leadership, strategic planning, customer and market focus, information and analysis, human resource focus, process management, and results. For the next four months, each of the 49 applicants will receive a minimum of 300 hours of review by the award's mostly privatesector examiners.

Organizations passing an initial screening this summer will be visited by a team of examiners in the fall to verify application information and to clarify issues and questions. Every applicant receives an extensive feedback report highlighting strengths and opportunities for improvement.

Winners of the 2000 award are expected to be announced in November by President Clinton.

Press contacts: Jan Kosko at 301-975-2767 or janice.kosko@nist.gov Chris Lochemes at clochemes@asq.org

State of the Society Report

from ASQ's president

Charles R. (Ron) Asbury
President, 1999-2000

Significance is the theme of this year's State of the Society report. That's significance as in the second meaning in bold above. Significance as in importance.

It's an appropriate theme because the function of ASQ's annual State of the Society report is to highlight events of the fiscal year of special significance.

More important, the theme evokes ASQ's desire to have significance to those it serves. I may be stating the obvious, but ASQ wants to have significance for individual members and customers, for the profession, and for society at large. And we want it to last well into the future.

Some of the most important work ASQ does is develop leaders. We help members develop as leaders not only in quality, but also as leaders in the organizations in which they work and the communities where they live.

In developing leaders and in many other ways, much of the work of ASQ is accomplished by its divisions and interest groups and sections. For many members, these groups represent the most significant aspect of their membership experience. Much of the value of membership comes the networking and information exchange carried on within the divisions, interest groups, and sections. That's why ASQ allocates significant resources to supporting its member units.

It's not always easy for a membership organization to have significance to its member base, much less beyond. There are so many demands on people's time. Individual and organizational resources are stretched thin. It's a challenge to be noticed at all, to say nothing of delivering significant value. And in a constantly changing world, the challenge is even greater.

With change a constant, we know ASQ must do more than just adapt. It has to truly embrace change, even become a change agent. The same is true of the quality profession. Its significance is challenged by a changing workplace and a changing world.

We need to demonstrate that we quality professionals can help our organizations master change. We must help them move toward growth and development. We must have courage to relinquish the familiar, to think and act in new ways, and to ensure our continued significance.

And now, a word from the executive director
Paul E. Borawski

Because ASQ's staff is committed to enhancing ASQ's significance, we continue to refine our focus on what matters to those we serve. Without neglecting the "important many" activities in which ASQ engages—all worthy of attention—we're increasingly concentrating our efforts on the "critical few."

Our intent is to focus resources on the critical few and shift them from tactics representing only marginal value. During the past year, our board and staff have become familiar with the Significant Seven. These are what we need to focus on to achieve the maximum positive impact on members and customers, and the organizations for which they work.

As a result of our Significant Seven efforts, teams were chartered to address the critical few tactics. The charters of some teams largely represent a continuation of ongoing efforts. Others took on newer or more clearly defined tasks. What are the specifics? The Significant Seven tell part of the story:

1. Results-based measures
2. Aggressive Internet strategy
3. Speed
4. World-class service
5. Data-driven value creation
6. ASQ awareness
7. Staffing for results

The critical few tactics also include refining our measurement system, continued vigilance to managing financial results, and creating effective systems to turn customer and staff satisfaction feedback into action. In addition, we are working to update overburdened data management systems, understand customer segmentation, systematically manage performance, and implement a quality curriculum for staff and staff leaders. Finally, two tactics not specifically linked to the Significant Seven are deploying a global business plan and ensuring ASQ headquarters has a home when our current lease expires in 2001.

It's quite a list. But we have the will and the resources. By focusing on what matters most, we'll increase the speed of our response on critical tactics, simplify our management process, and contribute to an environment of greater accountability. And we'll do all this without losing sight of the ultimate goal: your satisfaction. All in all, that's the kind of payoff you'd expect from a significant effort like this.

What we're about and where we're headed

The American Society for Quality is a professional association with headquarters in Milwaukee, WI. ASQ serves more than 120,000 individual and 1,000 corporate members.

Mission

ASQ advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange.

Objectives

- To be our members' best resource for achieving professional and organizational excellence.
- To be a worldwide provider of information and learning opportunities related to quality.
- To be the leader in operational excellence and delivering customer value.
- To be the recognized leader worldwide for advancing individual and organizational performance excellence.

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!

Attention all ASQ0511 members!

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 on the second Wednesday or Thursday. 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.

PRICE OF (NOT) TRAINING

By: Dr. Donald E. Wetmore

As a full-time Professional Speaker for the last twenty years, I have been asked so many times, "How much does your training cost?" I have learned to reply, "Would free be too much?"

Training is not a cost. It's an investment. It really doesn't matter what we pay for an investment. What's relevant is what we get in return. One of the best ways to jeopardize an organization's future in today's world and increase the probability of troubled times is to look at training as a cost and pay the price of not training or provide substandard training that operates only as a Band-Aid for the training requirements.

It's a simple principle. An organization's staff is where they are currently, in terms of competence and success, in direct relationship to what they know and how well they apply what they know. We all come into this world the same way, broke and naked. (And we all leave the same way: broke, they give us some clothes.) We knew how to do nothing when we arrived but then we learned. The more we learned and knew and the more we applied what we knew, the greater our success and thereby, the organization's success has been.

Some like to quantify the results from training. Here's a good example. A person being paid \$50,000 per year who is wasting just one hour per day is costing the organization \$6,250 per year (excluding benefits, overhead, opportunity costs, etc.). If, for example, through one of our Time Management Seminars, that person can learn how to re-capture just one hour per day, that translates into a payback to the organization of \$6,250 per year. If there is a group of 25 people involved in the same training and they all receive a similar benefit, the return to the organization is \$156,250 per year. (And this does not include other benefits to the organization such as profitability, reduced turnover, improved morale, enhanced teamwork, better customer service, greater creativity, etc.) Over five years, the payback is \$781,250. What should an organization invest to achieve that return and payback?

Many find it difficult to get the time for training. This is another false economy. (They are so busy doing it the wrong way that they cannot take out a little time to figure out how to do it the right way.) When someone says they cannot afford to take three days out of their next week for training, I know they are looking at training as an "expense", and not as an "investment". Three days out of five is 60% of the week and that would be a big expense. But three days out of 365 is a drop in the bucket and if that investment provides just one idea that saves one hour per day, every day, the payback on the investment of three days is over 250 hours just in the next year.

Not so many years ago training, beyond showing employees the basics of doing the job, was option for most organizations. Today it is no longer an option. If any of us continues to do what we do the same way, within five years most of us and our organizations will become obsolete. Why? Because our competitors are helping their people to become more effective through training. If we look closely at companies that are doing well in the long run, they almost always have in place a well thought out and executed training program for their people. They understand that the price for not training is the real expense of training.

Would you like to receive five practical ideas that can help you and others get more time every day? I have put them together in an article entitled, "More Time". To get your free copy, email your request for "more" to: ctsem@msn.com

Would you like to receive free Timely Time Management Tips on a regular basis to increase your personal productivity and get more out of every day? Sign up now for our free "TIME MANAGEMENT DISCUSSION LIST". Just go to: <http://www.topica.com/lists/timemanagement> and select "subscribe". We welcome you aboard!

Dr. Donald E. Wetmore-Professional Speaker
Productivity Institute-Time Management Seminars
60 Huntington St. P.O. Box 2126
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(800) 969-3773
(203) 929-9902
fax: (203) 929-8151
Email: ctsem@msn.com
website: <http://www.balancetime.com>
Professional Member-National Speakers Association
August 23, 1999

ASQ Section 0511 Education and Training - Courses 2000

ASQ CAREER SERVICES

Your Link to Quality

Professionals

ASQ offers a variety of career services to employers and recruiters looking to fill quality positions. All services are available to ASQ members and nonmembers though different rates apply.

Submit a Job Posting

Monster.com via ASQNet - list job openings on Monster.com at ASQ rates. Maximize your candidate search through our partnership with Monster.com. With over 250,000 visitors each day, you can reach ASQ members who access the database through ASQNet, our members-only internet community, and non-members who visit the Monster.com site.

Personnel Listing Service

List job openings in the (PLS), our members-only job opportunities bulletin. PLS is mailed the second and fourth weeks of each month. The Recruitment Firm Directory, a listing of participating recruiters' contact information and current job titles, is available in Issue II each month.

Search ASQ Member Resume Database

Resume-Link Resume Matching Service - request a single database search or subscribe to the database with or without updates. For information and a fee schedule, contact Resume-Link, our service provider.

Call Resume-Link at: 800-299-7494, X329 or E-mail Resume-Link at: socsales@resume-link.com

Class	Start Date	Application Deadline	Exam Date	Location	Instructor
CQManager	Aug 1	Aug 25	Oct 21	ANSER	Hutchison
CQE	Sep 5	Oct 13	Dec 2	TBA	TBA
CSQE	Sep 5	Oct 13	Dec 2	TBA	Branson
CQA	Sep 5	Oct 13	Dec 2	TBA	Clarke

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-registration: Can be achieved by contacting:

CQA	Jerry Clarke	540-888-4592	JerryVPMEP@aol.com
CQE	Frank Hutchison	703-425-5192	Education@asq0511.org
CQM	Frank Hutchison	703-425-5192	Education@asq0511.org
CSQE	Jim Branson	703-433-4840	JLBranson@aol.com
All	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). Checks/invoices are to be made out to ASQ Section 0511.

NEW!!! REGISTER AND PAY ONLINE!!!

Go to www.quality.org and you can register and pay with a credit card online same as for the monthly dinners

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 by each instructor.

Hours: Class times are once per week for 3 hours a night usually starting at 6:30pm. However, Class time and day may change based on instructor and students needs or preferences.

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 - 1:00 2-3 times per week. To register for this class, contact (sue@quality.org or sue.mcarthur@qwest.com) or Marie Rondot (marie.rondot@qwest.com).

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