



# *The Lighthouse*

**March 2004**

Elyria/Lorain Section 814

## **Mission Statement**

*To advance community and member quality excellence through educational opportunities, non-competitive information exchange, networking, forming alliances and leadership growth*



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## **Chair's Message**

The Vernal Equinox (i.e. Spring) is coming. Hurray!

We will be having a CQE course for the upcoming test on June 5<sup>th</sup> 2004. The deadline for applying for the test is April 9<sup>th</sup>. The classes will be held one night a week on a Tuesday or Thursday from 6:00 PM - 9:00 PM at Lorain Community College and start the week of April 4<sup>th</sup>. You need to register for the class by March 17<sup>th</sup> so that I can order and receive materials for the class.

You must have eight years of on-the-job experience in one or more of the areas of the Certified Quality Engineer Body of Knowledge. A minimum of three years of this experience must be in a decision-making position. "Decision-making" is defined as the authority to define, execute, or control projects/processes and to be responsible for the outcome. This may or may not include management or supervisory positions.

If you are now or were previously certified by ASQ as a Quality Auditor, Reliability Engineer, Software Quality Engineer, or Quality Manager, experience used to qualify for certification in these fields applies to certification as a Quality Engineer.

If you have completed a degree from a college, university, or technical school with accreditation accepted by ASQ, part of the eight-year experience requirement will be waived, as follows (only one of these waivers may be claimed):

Diploma from a technical or trade school—one year will be waived

- Associate degree—two years waived
- Bachelor's degree—four years waived
- Master's or doctorate—five years waived

To apply for the test contact ASQ headquarters directly. The cost for the test is \$180 for members and \$285 for non-members. To apply for the class contact me. The cost for the class is \$400. The payment for the test needs to be sent to ASQ headquarters. The payment for the class needs to be made out to "ASQ Section 0814" and given to me the first night of class.

Please check out our web site at [www.eriecoast.com/~asq0814](http://www.eriecoast.com/~asq0814). Currently it only contains the newsletter but hopefully it will also soon have additional pages. If you have ideas for content please contact myself or any member of the executive committee.

We would like your input into what additional courses you would like to see offered. Please e-mail your suggestions at [haessly@myepath.com](mailto:haessly@myepath.com).

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# Meeting Announcement - March 10, 2004

Networking @ 6:00 PM. Meeting @ 6:30 PM

## 7<sup>th</sup> The Law Of The Compass - Vision Gives Team Members Direction and Confidence and 6<sup>th</sup> Statistics Episode "Time Series"

Presentation of the 7<sup>th</sup> law "The Law Of The Compass " of the 17 Indisputable Laws of Teamwork by John Maxwell. Following that presentation, we will have a group discussion regarding that law and how it applies or should apply in our respective organizations.

After the discussion, we will be presenting the 6<sup>th</sup> episode in the "Against All Odds" series. This episode will cover "Time Series". Statistics can reveal patterns over time. Using the concept of seasonal variation, this program shows ways to present smooth data and recognize whether a particular pattern is meaningful. Stock market trends and sleep cycles are used to explore the topics of deriving a time series and using the 68-95-99.7 rule to determine the control limits.

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### Your Executive Committee

Position	Name	e-mail
Chair/Education Chair	Michael Haessly	<a href="mailto:Haessly@myepath.com">Haessly@myepath.com</a>
Chair Elect/Program Chair	Marc Kelemen	<a href="mailto:Mjk99@earthlink.com">Mjk99@earthlink.com</a> <a href="mailto:MarcP.Kelemen@energizer.com">MarcP.Kelemen@energizer.com</a>
Secretary/Treasuer	Mark Murphy	<a href="mailto:Mark.murphy@sunmed.com">Mark.murphy@sunmed.com</a>
Recertification Chair	Thomas Copeland	<a href="mailto:Thomascopeland@juno.com">Thomascopeland@juno.com</a>
Newsletter Editor/Internet Liason	Kevin Ziegman	<a href="mailto:Kziegman@beckettair.com">Kziegman@beckettair.com</a>

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## Six Sigma Corner

### Choosing the Right Projects

by ASQ Six Sigma Forum Staff Writer

Among the many labels we attach to Six Sigma—quality improvement program, business performance improvement system, management philosophy—is problem-solving methodology. Where other attempts at solving persistent problems have failed, Six Sigma often uncovers root causes and delivers lasting improvements.

While Six Sigma's problem-solving potential does merit attention, however, you should not depend upon problems as your only, or even primary, means of locating improvement opportunities. Selecting projects based on the most obvious problems within your organization is ultimately a shortsighted and imprecise strategy: it fails to provide direction about which specific processes to address.

A problem-based approach also limits you to those problems you have already identified. Chances are good that for every problem you are aware of, one that you haven't yet noticed exists. The Six Sigma methodology can help root out and solve these problems when it is applied with the higher purpose of improving processes, products or services, and costs.

Three alternatives to a problem-based approach

The best Six Sigma projects offer the greatest financial or customer satisfaction leverage for the long haul. Finding such projects is a matter of studying your current operations and applying Six Sigma to discover hidden problems and their sources.

Typically, good projects will come from some combination of the following three approaches:

1. **Process focus:** Develop a process mindset about your organization's defects and customer satisfaction issues. The key is to identify the processes that are critical to satisfaction and are operating at a low sigma level. This approach requires strong cross-functional coordination since many of these processes will cross the traditional boundaries of departments.
2. **Product/service focus:** Identify the product family or system that most contributes to poor customer satisfaction but also constitutes a strategically important product or service. Such an approach usually requires examining a number of processes that feed into that product or service.
3. **Cost savings focus:** Projects are selected based on how much management thinks can be saved in costs, not necessarily on which projects will most affect the root drivers of process capability. This approach does, of course, have limitations in that it upholds dated notions about the value of quality.

#### Other project selection criteria

Focusing project selection around processes, products or services, or costs doesn't necessarily guarantee success. After identifying a possible project, verify its viability, ensuring that it meets some basic criteria for solid choices and avoids a few very basic risks.

#### Signs of solid project choices

- Tied to a strategic company initiative
- Tied to a critical organizational performance measure (e.g., cycle time reduction)
- Focuses on Critical to Quality, Critical to Costs, and/or Critical to Delivery (CTQ, CTC, CTD) characteristics to offer the greatest leverage (see Figure 1)
- Sponsored by a company champion or member of senior management
- Scope is significant enough to provide a meaningful impact for the organization
- Can be completed in four to six months, with the bulk of the project completed in about ten weeks
- All necessary resources are available to support the improvement activity for at least the crucial ten weeks
- Identifiable process inputs and outputs exist

#### Signs of risky project choices

- Unclear, vague, or overly broad objectives
- Poorly defined scope or unclear boundaries with other projects
- Broad scope—attacking “larger than life” issues
- Fuzzy or insufficient data about relevant processes
- Unclear deliverables
- “Pet” projects—evidence of too much personal interest, especially from someone high in the hierarchy

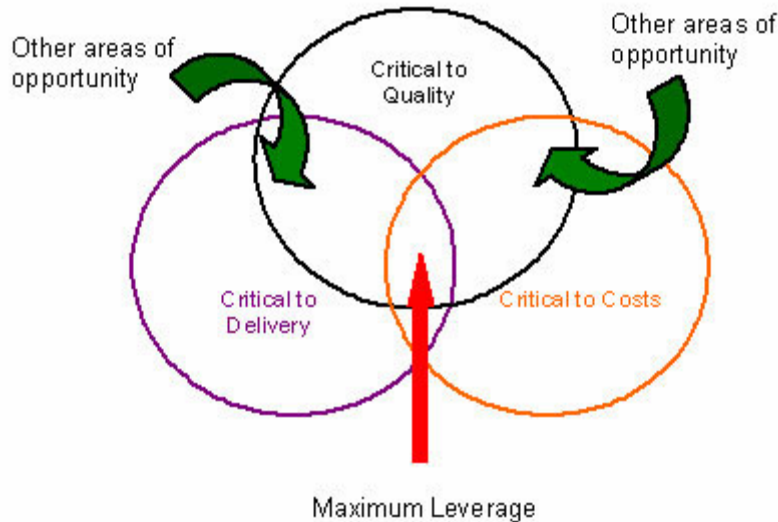


Fig. 1 Selecting projects for maximum leverage

Even the most perfectly executed project will do little for the progress of an overall program if it does not have organizational impact or relevance to customer concerns. Well-chosen projects are essential to the success of any Six Sigma implementation, and grounding your selections in an understanding of core processes, customer satisfaction with products and services, and financial goals rather than in problems, and then verifying that some basic criteria are met, will help eliminate the guesswork.

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#### Statistics Humor

A biologist, a statistician, a mathematician, and a computer scientist are on a photo-safari in Africa. They drive out into the savannah in their jeep, stop, and scour the horizon with their binoculars. The biologist: "Look! There's a herd of zebras! And there, in the middle: a white zebra! It's fantastic! There are white zebras! We'll be famous!" The statistician: "It's not significant. We only know there's one white zebra." The mathematician: "Actually, we know there exists a zebra which is white on one side." The computer scientist: "Oh no! A special case!"

# The Lighthouse - Calendar 2003-2004

Elyria/Lorain Section 814

## Newsletter/Meeting Schedule

### Meetings at Holiday Inn, Elyria (by the mall) 6:00 PM - 9:00 PM

Newsletter	Meeting	Teamwork Topic	Against All Odds
September 1, 2003	September 10, 2003	1. THE LAW OF SIGNIFICANCE - One Is Too Small a Number to Achieve Greatness	1. What Is Statistics?
October 1, 2003	October 8, 2003	2. THE LAW OF THE BIG PICTURE - The Goal Is More Important Than the Role	2. Picturing Distributions
November 1, 2003	November 12, 2003	3. THE LAW OF THE NICHE- All Players Have a Place Where They Add the Most Value	Speaker Jim Yost
December 1, 2003	December 10, 2003	4. THE LAW OF MOUNT EVEREST - As the Challenge Escalates, the Need for Teamwork Elevates	3. Describing Distributions
January 1, 2004	January 14, 2004	5. THE LAW OF THE CHAIN - The Strength of the Team Is Impacted by Its Weakest Link	4. Normal Distributions
February 1, 2004	February 11, 2004	6. THE LAW OF THE CATALYST - Winning Teams Have Players Who Make Things Happen	5. Normal Calculations
March 1, 2004	March 10, 2004	7. THE LAW OF THE COMPASS - Vision Gives Team Members Direction and Confidence	6. Time Series
April 1, 2004	April 7, 2004 (NOTE CHANGE)	8. THE LAW OF THE BAD APPLE - Rotten Attitudes Ruin a Team	7. Models for Growth
May 1, 2004	May 12, 2004	9. THE LAW OF COUNTABILITY - Teammates Must Be Able to Count on Each Other when it Counts	8. Describing Relationships
June ,1 2004	June ,9 2004	PICNIC	PICNIC
	2004-2005	Laws 10-17	Episodes 9 - 26

This program is open to all Section members and their associates or friends. You don't have to purchase the text book or workbook to participate but to truly apply the principles they are a must. The cost is \$34 for the Book and \$26 for the Workbook or \$44 for both for each participant. (Pay at the meeting, make check out to Elyria/Lorain Section #0814). You may also order them online at [www.injoy.com](http://www.injoy.com). The prices above include a \$5 handling fee for the section.

(Note: any missed laws will be made up at a TBA).

Leadership Program Disclaimer: Dr. John C. Maxwell is a Pastor and does reference his religious experience to provide examples for the laws. We selected Dr. Maxwell because of the quality of his leadership training program not his religion. Therefore ASQ National nor our Section #0814 promote his or any other religion and only provide this opportunity for our members, and/or associates to help you move along your leadership trail.

# The Lighthouse - Certification Calendar 2003-2004

Elyria/Lorain Section 814

## Certification/Exam Dates

Classes are always offered in conjunction with the certification and require a minimum of 6 students.  
If less than 6 students register for a class it may be canceled.

Exam Date	Oct. 18, 2003	Dec. 6, 2003	Mar. 6, 2004	Jun. 5, 2004	Oct. 16, 2004	Dec. 4, 2004
Registration Date	Sept. 5, 2003	Oct. 3, 2003	Jan. 9, 2004	Apr. 2, 2004	Aug. 20, 2004	Oct. 1, 2004
Mechanical Inspector Certification (CMI)	XXXXXX		XXXXXX		XXXXXX	
Quality Auditor Certification (CQA)		XXXXXX		XXXXXX		XXXXXX
Quality Auditor Certification-Biomedical (CQA-Biomedical)	XXXXXX		XXXXXX		XXXXXX	
Quality Auditor Certification-HACCP (CQA-HACCP)	XXXXXX		XXXXXX		XXXXXX	
Quality Engineer Certification (CQE)		XXXXXX		XXXXXX		XXXXXX
Quality Improvement Associate Certification (CQIA)		XXXXXX		XXXXXX		XXXXXX
Quality Manager Certification (CQM)	XXXXXX		XXXXXX		XXXXXX	
Quality Technician Certification (CQT)	XXXXXX		XXXXXX		XXXXXX	
Reliability Engineer Certification (CRE)	XXXXXX		XXXXXX		XXXXXX	
Six Sigma Black Belt Certification (CSSBB)	XXXXXX		XXXXXX		XXXXXX	
Software Quality Engineer Certification (CSQE)		XXXXXX		XXXXXX		XXXXXX
Calibration Technician Certification (CCT)		XXXXXX		XXXXXX		XXXXXX

# Placement Section - Current Opportunities

Referred by: Michael Haessly - 440-725-1022

Position	Location	Contact
Quality Engineer Automotive seating supplier is looking for an organized, energetic individual whose Primary duties will include Customer contact, new program launch, internal and external problem solving, corrective action, PPAP submissions, and APQP. B.S. in engineering or related field, or 5 years experience in automotive tier 1 quality field required. Automotive assembly experience is a must.	Lorain, Ohio	HUMAN RESOURCES MANAGER CAMACO-LORAIN MANUFACTURING 3400 RIVER INDUSTRIAL PARK RD. LORAIN, OHIO 44052 FAX (440) 288-4470 EMAIL: kmayfiel@lorain.camacolc.com
Quality Engineer	Cleveland, Ohio	<a href="http://www.saint-gobain.com/us/">http://www.saint-gobain.com/us/</a>
Quality Engineer Assignment #2525	Cleveland, Ohio	Email: <a href="mailto:managementrecruiters@mri-richmond.com">managementrecruiters@mri-richmond.com</a> 2519 E. Main Street, Suite #101 Richmond,IN 47374
Senior Quality Engineer	US-OH-Northwest	Great Lakes Search Pat McCombs, CPC Email: <a href="mailto:pmccombs@staffmark.com">pmccombs@staffmark.com</a> 11118 Coldwater Road Fort Wayne,IN 46845 Phone: 260-637-1436 x322 Fax: 260-637-6903
Supplier Quality Engineer	US-OH-Northwest	Great Lakes Search Pat McCombs, CPC Email: <a href="mailto:pmccombs@staffmark.com">pmccombs@staffmark.com</a> 11118 Coldwater Road Fort Wayne,IN 46845 Phone: 260-637-1436 x322 Fax: 260-637-6903
Quality Assurance Engineer Ref ID: 53810	US-OH-Northwest	Belcan TechServices Email: <a href="mailto:lfout@tech.belcan.com">lfout@tech.belcan.com</a> 2494 Technical Drive Miamisburg,OH 45342 Phone: (937) 859-8880 Fax: (937) 859-3335
Quality Assurance Manager Ref ID: JJ/MV QA Mgr	US-OH-Northwest	Company: Management Recruiters International Contact: Joe Jiamachello Email: <a href="mailto:topgun@mrclevalndsw.com">topgun@mrclevalndsw.com</a>
Quality Control Black Belt	US-OH-Cleveland	Company: Management Recruiters International Contact: Ryan Hunter Email: <a href="mailto:ryan@benevagroup.com">ryan@benevagroup.com</a>
Supplier Quality Engineer	US-OH-Cleveland	PRG Toledo PRG-Toledo@spherion.com Spherion 1760 Manley Road Maumee OH 43537 Ph: NO PHONE CALLS PLEASE Fax: 419-893-2491

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**MEETING: March 10, 2004**