

The Quality Management FORUM

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From the Chairman

Fellow Quality Management Division (QMD) Members



By John Bauer

This will be my last message to you as Chair of the Quality Management Division. On July 1, G. Dennis Beecroft takes over as Chair of our division. In this issue you'll find a message from Dennis detailing the transformation that has taken place within QMD during the past two years.

Also in this issue is an article by past chair and ASQ National Director Grace Duffy. Grace talks about one of the most significant initiatives ASQ has undertaken in many years, the Economic Case for Quality (ECQ). I've had the good fortune as a member and Past Chair of the Pittsburgh Section to participate in the ECQ Beta Test in Pittsburgh. I conducted several of the CEO interviews mentioned in Grace's article. I believe the ECQ initiative will do more to enhance the quality profession than almost anything ASQ has done in the past 10 years. In several of my past messages, I've told you of my belief that, as quality professionals, we have the skills and tools to create improvement in our organizations. Improvement creates efficiency; efficiency saves resources and adds profitability directly to the bottom line of any organization. We, as quality professionals, need to convince senior management that quality activities are revenue centers, not cost centers. The QMD Council has decided to make the ECQ the major focus of our division over the next few years. I encourage you to review Grace's article and Dennis' message and offer feedback on how we can help you make a case to your senior management about the economic value of quality.

We need your input: Potential Changes in the QMD Forum

This publication, the *Quality Management Forum* (QMF), has been one of the most important benefits of the Quality Management

Division for many years. To my knowledge, QMD is the only ASQ Division that still regularly mails a peer-reviewed publication to its members four times a year.

We have now reached a point that the cost of publishing, printing and mailing the QMF has increased so much that we must make cost-saving decisions. There are a number of things we can do: Reduce the number of pages, reduce the number of issues per year, or go to electronic delivery as have many other ASQ Divisions. The QMD Council has discussed this subject several times and before we make any decisions, we need your input. In this issue you'll find a postage-paid survey on the future of the QMF. Please consider the proposed changes to the QMF as described on page 6 by our Editor, Dr. H. Fred Walker. Then complete and mail the card at your earliest convenience.

A Final Word

In 2005, the Quality Management Division celebrates 50 years of service to the quality profession. As the current Division Chair, I had the honor of leading the 50th anniversary celebration at the QMD Annual Quality Management Conference in Orlando in late February. I would like to thank our 19,000+ members for their continuing support. Additionally, I wish to express thanks and a hearty "well done" to the hundreds of member volunteers who have contributed thousands of hours over the years to make QMD the largest and most diverse part of ASQ. I will no longer be your Chair after July 1, but I will continue to be active in the Division, and I encourage you to consider becoming more involved in the Division's activities.

Regards and best wishes!

We want your input!

See the fold out survey on the back cover.

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The QMD Strategy and Focus

G. Dennis Beecroft, Chair Elect

I would like to take this opportunity to introduce myself as your QMD Chair-Elect before I take office as Chair on July 1, 2005, and tell you about our new QMD strategy and focus for my two-year term.

A bit of history: During the past three years, the QMD Executive Council has spent considerable effort redefining its role and strategic direction. During the term of current past-chair Grace Duffy, a Business Planning Committee (BPC) was formed to develop goals and strategies to guide future efforts of the QMD. The QMD Executive Council approved the findings of the BPC in September 2003, and our current Chair John Bauer then formed a Transition Committee (TC). The TC was tasked with implementing the BPC's short-term findings. In September 2004, a Strategy Development and Deployment Committee was established as a permanent committee to move our QMD forward as a "market-focused" organization. The work of these committees resulted in the following guiding principles and mission:

QMD Guiding Principles:

We are:

- A market-focused organization.
- Financially self-supporting.
- Guided by our Body of Knowledge for the delivery of resources to our customer base.
- Focused only on activities that support our mission and strategies, as well as increase membership and membership satisfaction.

QMD Mission:

We:

- Are our members' best resource for quality management and leadership information, education and knowledge exchange.
- Promote the use of quality management principles, methods and technologies, and expand quality awareness through outreach opportunities.
- Create value for our customers by providing the necessary tools and techniques to facilitate individual and organizational performance excellence.

One key QMD strategy is to develop professionals for the management of quality and organizational excellence. As current Chair John Bauer mentioned in his message on page 1, the major focus of the QMD over the next two years will be the Economics of Quality (ECQ). We are well organized to address this important focus conceptually, and we will work to integrate the ECQ focus literally into all we do as a division.

Technical Committee Vice-Chair Bill Denney currently has five sub committees including: Quality Costs, ISO, Lean/Six Sigma, Baldrige Criteria for Performance Excellence, and Quality in Project Management. Bill will add additional technical committees as the ECQ body of knowledge expands.

Face-to-Face Initiatives Vice-Chair Art Trepanier will use the ECQ as a key strategy focus for both our QMD conference and the ASQ World Congress. ECQ will also be the primary theme for any new training and workshop initiatives.

E-Based Initiatives Vice-Chair Lloyd Barker will explore new and expanding use of the Web and e-based learning tools to further promote our ECQ initiative.

Print Initiatives Vice-Chair H. Fred Walker will ensure that materials printed on behalf of the QMD also support our ECQ focus. This means that the changes in our QMF will support our ECQ focus, as will a portion of future QMF papers and any books commissioned by the QMD.

We would like to hear from you, and I look forward to the opportunity to serve you as QMD chair.

The Economic Case for Quality

Efforts at the ASQ Board of Directors Level

Grace L. Duffy, ASQ National Director and Immediate Past-Chair, QMD

The Economic Case for Quality is one of ASQ's essential activities for addressing member concern that senior management does not believe quality can improve organizational profitability. The imperative for this essential activity was gathered from the thoughts of nearly 200 ASQ members during eight facilitated Stakeholder Dialogues from Long Beach to Philadelphia, Milwaukee to Jacksonville during 2003 and early 2004. I was privileged to be one of the ASQ Office of the President representatives facilitating these Stakeholder Dialogues.

Both ASQ members and non-members agreed that in today's highly competitive global marketplace, quality practitioners must justify the cost of quality. ASQ members have asked for Headquarters (HQ) staff to produce a set of materials to be used to help convince executives that Quality pays (i.e., it contributes *positively* to bottom line profitability). These materials include content from what we know as the Cost of Quality and the ECQ, but these materials also address concepts and topics in addition to dollars — concepts such as customer satisfaction and employee satisfaction. These are concepts and topics the Quality Management Division has championed for nearly 50 years.

As an ASQ National Director and Past Chair of the Quality Management Division, I was asked to be the volunteer champion in support of ASQ HQ's ECQ efforts. ASQ Managing Director Steve Wnuk and Senior Program Manager Greg Weiler are the ASQ senior staff leaders managing the operational issues of gathering data, identifying initial CEOs for early communication, and implementing pilot activities.

The ASQ Board approved a charter in May 2004, for our small team of high-level ASQ staff and volunteers. The purpose of the ASQ Economic Case for Quality effort is to:

1. Identify the academic and factual content that proves the case for quality overall and for the most popular tools of quality across ASQ's target industries of manufacturing, services, education and healthcare.
2. Build motivational creative content and promotional programming, and unleash resources to positively influence key stakeholders in the decision-making process to adopt quality initiatives.
3. Create an appropriate measurement instrument to measure before (baseline) and after scores for the subject case.

Two objectives were established to address the direction from the ASQ Board of Directors:

1. By December 31, 2004, *test* improving key perception measures (against baseline research) of the ECQ among senior executives and the creative and promotional aspects of delivering the case.
2. By December 31, 2005, *improve* key attitude and belief perception measures of the ECQ among the 500 most influential senior executives (CEOs, Presidents and line/operations VPs) in ASQ's four market segments (manufacturing, service, healthcare and education) based on baseline measures.

Two primary target markets were identified for this initiative:

- Target 1: Companies with revenue >\$50M and <\$500M.
- Target 2: Companies with revenue >\$500M, but less than *Fortune* 500 size.

During 2004, ASQ volunteers engaged senior executives in two metropolitan areas, Pittsburgh and Milwaukee, to *test* the materials created for Target 1. Members of ASQ sections in both cities volunteered to perform these beta tests. The tests commenced in July and concluded November 19, 2004.

Efforts to address Target 2 (companies with revenues >\$500M) are now being designed. The ASQ Board of Directors expects that Target 2 efforts will also be learning experiences. Initial ideas on Target 2 can be found at the end of this paper.

For the past 11 months, ASQ has devoted significant time and resources to completing Target 1 of the ECQ efforts. During that time, the following activities occurred:

- Beta tests of this promotion of the quality movement were initiated in Pittsburgh and Milwaukee.
- Presentations were made at interested section events around the country.
- A separate ASQ Web site for the Economic Case for Quality was created.
- A White Paper was written by ASQ's Communications Department.
- An article was published in *Quality Progress*.

(THE ECONOMIC CASE, continued from page 3)

- Case studies from all four markets were collected (and continue to be collected).
- Baseline research was conducted and analyzed.

The work for Target 1 was completed in November 2004, and ASQ is pleased to report that all activities were accomplished within the chartered time frame and within budget.

Key Information and Facts

Target 1: Quantitative Data

The data in Table 1 below, describes work completed to date. The work of the volunteers has far exceeded the leadership team’s expectations of success.

Target 1: Qualitative Data

While the tests have not yet been completely analyzed as the spring QMD *Forum* goes to print, we have a fairly substantial amount of information collected by the volunteers regarding their presentations to senior executives. In summary:

- There was a fairly high degree of receptivity by executives to volunteer requests for meetings.
- The most effective method of identifying and reaching senior executives was through networking opportunities.
- A direct mail approach used in Pittsburgh was not a significant driver in securing meetings, but did act as a

reason to rally the local organization around the effort.

- Volunteers will respond to a challenge when they understand its implications and importance, and are given sufficient support and encouragement.
- Once this program is operationalized, ASQ HQ can provide a template for success and support, but local section execution will determine success. HQ can assist volunteers with content and creative materials, but the biggest driver of success is volunteer time and commitment.
- In both Pittsburgh and Milwaukee, the key driver for scheduling and facilitating successful meetings was the targeting

Table 1 — Quantitative Data from ECO Beta Tests

Target 1: Companies with revenue > \$50M and < \$500M

Actual Data to Date	Pre-test Assumptions	Pittsburgh	Pitt %	Milwaukee	Milw %
# of companies each city		64		47	
Net number of companies	Not estimated	61		46	
Calls to prospects	500%	110	180%	85	54%
Reached prospects	65%	44	72%	33	72%
Meetings rejected	60%	13	30%	1	10%
Meetings scheduled	40%	17	39%	18	55%
Meetings performed	65%	17	100%	13	72%
Meetings “pending”	Not estimated	15	NM	1	NM
Companies eliminated	Not estimated	5	8%	1	2%
Ultimate hit rate (to date)	4%	17	28%	13	39%

of specific companies and volunteer calls using a script to secure meeting dates and times. The networking ability of the volunteers calling into companies or through referrals has driven most of the response to date.

Recommendations

For Target 1, a final evaluation of the data and information gathered from the beta tests will be presented to the ASQ Board during their February 2005 meeting. This report will include recommendations made regarding final promotional design, case studies and collateral materials. The Board-chartered team expects to seek approval to roll out to all member units and allow access to anyone interested in using the materials (members and non-members alike).

For Target 2, we need to develop a new and different approach. The targets remain CEOs, Presidents and top staff of companies >\$500 M. Our original objective, as stated in the charter is:

“By December 31, 2005, ASQ will improve key attitude and belief perception measures of the economic case for quality among the 500 most influential senior executives (CEOs, Presidents, and line/operations VPs) in ASQ’s four market segments (manufacturing, services, healthcare and education).”

We believe the grassroots efforts tested in Milwaukee and Pittsburgh will support the objective, but are not sufficient to achieve it. Greg Weiler and his team have spent significant time designing a number of options for approaching the Target 2 audience. Because of the need to reach high-level executives, some of the options proved more expensive than the ASQ Board believed advisable. The ASQ Board of Directors at the November 2004 meeting accepted the following recommendation.

Working Target 2 Recommendation: Do it Ourselves (DIO) ASQ Speakers Bureau

In November 2004, the ASQ Board approved a strategy of developing an internal ASQ Speakers Bureau to deliver addresses supporting the Economic Case for Quality to existing high-level business speaking forums across North America. The forums would include:

Chief Executives Club of Boston, City Club of Cleveland, Commonwealth Club of California, Detroit Economic Club, Economic Club of Chicago, Economic Club of New York, Executives Club of Chicago, Greater Houston Partnership, Houston Forum, Jonathan Breakfast Club (Los Angeles), National Press Club (Washington), Friday Group (Dallas) and Town Hall Los Angeles.

The process will involve the formulation of a compelling and relevant one-hour presentation on the Economic Case for Quality. Concurrently, HQ is developing a pool of recognized and respected speakers who are willing and available to deliver the presentation. Proposals need to be made to all targeted speaking forums and ASQ must aggressively pursue the engagements. Many of the forums have a premiere series of well recognized speakers such as Fred Smith, President and CEO of FedEx; Richard Branson, Chairman and CEO of Virgin Group; Michael Dell, Chairman of the board of Dell; and Jeffrey Immelt, Chairman and CEO of GE. Between 200 – 300 people and approximately 12 CEOs from the target audience attend these events. Depending on name recognition of an ASQ speaker, we may secure speaking engagements at weekly events sponsored by the aforementioned organizations. Twenty to 30 people and a handful of CEOs typically attend these events.

Additional discussion is necessary at the ASQ senior management level to arrive at a consensus on the best approach to take with the *Fortune* 500 companies. Major considerations include time and cost.

Summary

The ECQ team hopes to have the final draft of materials finished, published and rolled out for all sections’ and divisions’ general use with the Target 1 executives by the end of 2005. Further activity related to Target 1 executives would be turned over to ASQ Community Care and Communications workgroups with assistance from Web Offerings. Community Care will then work closely with sections to ensure it is a high priority on their agenda and efforts. Target 2 activities continue, and progress will be reported to the membership as milestones are reached.

The QMD is in a unique position to provide both content and executive-level speakers to assist in both the Target 1 and Target 2 activities in 2005. QMD Technology Vice Chair Bill Denney is already in discussion with Greg Weiler to find the best way to leverage our QMD talents to support this most important goal of keeping the economics of quality an integral part of executive focus on organizational excellence. Please contact Grace Duffy at grace683@usa2net.net or Bill Denney at bdenney@emsinet.com if you are interested in volunteering for some part of this 2005 activity.

Changes in the *Quality Management Forum (QMF)*?

By H. Fred Walker

On page 1, current QMD Chair John Bauer announced that changes in the QMF were being considered due to cost increases. We are considering several possible options that many other ASQ divisions have already made in the amount of material printed and delivery frequency of communications. Realizing the QMF is a benefit valued by you, our QMD members, we seek your input on the future of the QMF.

Figure 1 identifies a set of characteristics that describes our current and proposed vision of the QMF.

What do YOU think?

We need to know what you think about the proposed changes described at right.

- What do you think about using the QMD Web site for general communications and sharing of QMD-related content?
- Is there something we can do with the QMF to make it more valuable to you?
- Are there certain characteristics of the current QMF that you find particularly valuable or non-valuable?

Tell us your thoughts with the enclosed self-addressed, postage-paid card.

We've also provided room for you to share any additional comments or concerns. Maintaining and enhancing the quality of the QMF is both the goal of the QMD Executive Council and myself as the QMF Editor.

What happens from here?

Based on your input and our available resources, the QMD Executive Council will make changes to the QMF. Those changes may be visible as early as the Fall 2005 issue or as late as the Winter 2006 issue.

What is clear, based on fewer resources available to support the QMF, is that changes will come soon. We are taking this opportunity to embrace change, and we are

excited to work with you to ensure this change helps us provide a QMF that you value more than ever before!

Current QMF	Proposed QMF
Quarterly hard copy production and delivery 16 - 20 pages in each issue of the QMF	Quarterly hard copy production and delivery 8 pages in the Spring, Summer and Fall issues of the QMF; 20 pages in the Winter issue
Chair's Message Certified Quality Manager Update Division communications — Conference info, Calls for papers, Position listings, etc. Advertising	Chair's Message Certified Quality Manager Update Division communications — Conference info, Calls for papers, Position listings, etc. Advertising
Four complete papers (1,500 - 2,000 words per paper)	One complete paper (1,500 - 2,000 words per paper), plus two or three Abstracts (200 - 300 words per abstract). To access the remainder of the paper associated with an Abstract we would direct our membership to a secure location on the QMD Web site.
	New Component: <i>The Executive's Corner</i> In this new component we would publish input solicited from the most senior leaders in business and industry. The new component would be directed toward senior leaders sharing their insights with our membership in terms of development activities needed for career growth and advancement; and/or leadership reactions to emerging trends in the management of quality.

Figure 1 — Current and Proposed Vision of QMD Forum



*For upcoming events,
reference information
and division activities
visit the Quality Management
Division's Web site at:*

www.asq-qmd.org

Certified Quality Manager Update

In the spirit of continuous improvement and in accordance with ASQ guidelines, the Certified Quality Manager exam has undergone its five year revision cycle. Over the past few years, we've had hundreds of people participate in surveys and focused workshops so that we can understand how the role and performance expectations of Quality Managers have evolved. (Remember when the title was Quality "Control" Manager or even Quality "Assurance" Manager?)

Focused workshops with Quality Management experts across North America and spanning a variety of industries used the following process to revise the content of the Quality Manager Exam. The general steps included:

- Performing survey research across various industries on the roles and responsibilities of current "quality" managers. It was noted that the title of "quality" has branched indiscriminately across the industry to include titles of "Lean," "Continuous Improvement," "Operational/Organizational Excellence", "Business Improvement," etc.
- Holding several focus group workshops to compare the current certification criteria with feedback received from surveys to provide input for a revised Body Of Knowledge (BOK).
- Presenting the recommended BOK to different focus groups to validate the feedback and the amended BOK. To maximize diversity and non-biased participation, every focus group was a mix of individuals who had not participated in any of the other previous events or surveys.
- Finalizing the BOK and presenting it to the Quality Management Division for their review and approval.

To better reflect today's business trends and conditions, including the growing base of professionals performing in "quality" related roles that are actually increasing in focus on process improvement and organizational performance, this feedback has culminated in important changes to the BOK, which includes new sections in the exam.

Today's quality professional tends to have broader, business-wide responsibilities and must not only understand teams and execute the improvement, but they must also be able to communicate with senior management in their own language of finance and bottom line benefits of organizational change.

A new, recommended title, which is under ASQ Certification Board review, is that of a Certified Manager of Quality/Organizational Excellence (CMQ/OE). The BOK includes a broadened knowledge base in: Leadership, Strategic Plan Development and Deployment, Management Elements and Methods, Quality Management Tools, Customer Focused Organization, Supplier Chain Management and Training and Development.

The new CMQ/OE certification will replace the current Certified Quality Manager certification in March of 2006. It is expected that when current Certified Quality Managers recertify (at their regular three year recertification timing) they will receive the new title of Certified Manager of Quality/ Organizational Excellence.

Thank you to all who helped with the revision process and please help us welcome the next evolution of Managers into the Quality fold.

18th Annual Quality Management Conference

March 2 – 3, 2006, Irvine, California

Presented by: American Society for Quality/Quality Management Division

The Quality Management Division of the American Society for Quality (ASQ) is pleased to announce a "Call for Papers" for the 18th Annual Quality Management Conference, on March 2nd and 3rd, 2006 at the Hyatt Regency, Irvine, CA. With a theme of "Quality Drives Economic Value," this conference offers many opportunities for academicians, practitioners, consultants, and other researchers to present in a variety of forums: pre- and post- conference courses, presentation sessions, keynote addresses, panels and workshops.

Pre-conference courses will run in one, two and three-day formats Monday February 27 through Wednesday, March 1. The Quality Management Conference begins with a reception the evening of Wednesday, March 1 with two days of keynote speakers and conference presentations on Thursday, March 2 and Friday, March 3, and post-conference courses on Saturday, and Sunday, March 4 and 5.

In keeping with the conference theme, here are some of the topics and issues that progressive quality professionals want to hear more about: Advanced Manufacturing (Lean, Lean Sigma, Toyota Production System); Supply Chain Management; Teams and Team Dynamics; Organizational Training, Learning and Development; Customer Excellence; Strategic Quality Planning; Process Quality Management (Six Sigma); Quality Awards (Baldrige, Deming, specific state, etc.); ISO9001/QS/AS9100/ISO14000/TS 16949; International Quality. Formats can vary from straight presentation, to panel discussion, to case studies, to workshops.

To submit a proposal for consideration, please accomplish the following by June 24, 2005:

1. A 2-3 paragraph abstract, summarizing your topic. Abstract should be a minimum of 100 words and maximum of 300 words.
2. Stating the type of forum you can present your topic in (traditional, case study, discussion/debate, workshop).
3. Length of seminar presentation (one or two hours) or length of courses (1, 2 or 3 days).
4. Key objectives of your topic and the benefits of someone hearing what you have to say.

The papers or courses should be presented in a manner whereby attendees will be able to gain an understanding from practical examples and have the ability to implement knowledge gained from the conference to immediately improve organizational performance.

Please prepare electronic submissions in MS Word format ('97 or later) and e-mail to lbarnes@howmet.com. You can fax submissions to (219) 324-3193 (please ensure they are addressed to attn: Lisa Barnes). If you have any questions please contact Lisa Barnes during normal working hours (8am-5pm central) at **(219) 325-7275** or e-mail to lbarnes@howmet.com.

QMD Volunteer Opportunities

Would you like to share your expertise and contribute to the advancement of quality management and organizational excellence initiatives? If so, these QMD volunteer opportunities may be for you.

Vice-Chair, People

The Vice Chair of People is responsible for coordinating the human resources of the QMD volunteers and our membership.

This person serves as the steward of the division membership by managing new member welcoming, developing member reward/recognition plans, supporting volunteer staffing, establishing ongoing data collection, maintaining QMD organization plans, and providing direction to three volunteer assistants. This key leadership position reports directly to the QMD Chair.

Opportunities in QMD Marketing

QMD Marketing and Strategic Initiatives has been formed to provide: ongoing member/market research to understand needs and opportunities; assist project leaders/teams to design, develop, and deliver market-driven products and services; and to raise/maintain the awareness of QMD and its products/services. If you would like to share your marketing talent with us, please contact Ron Bane (contact information below).

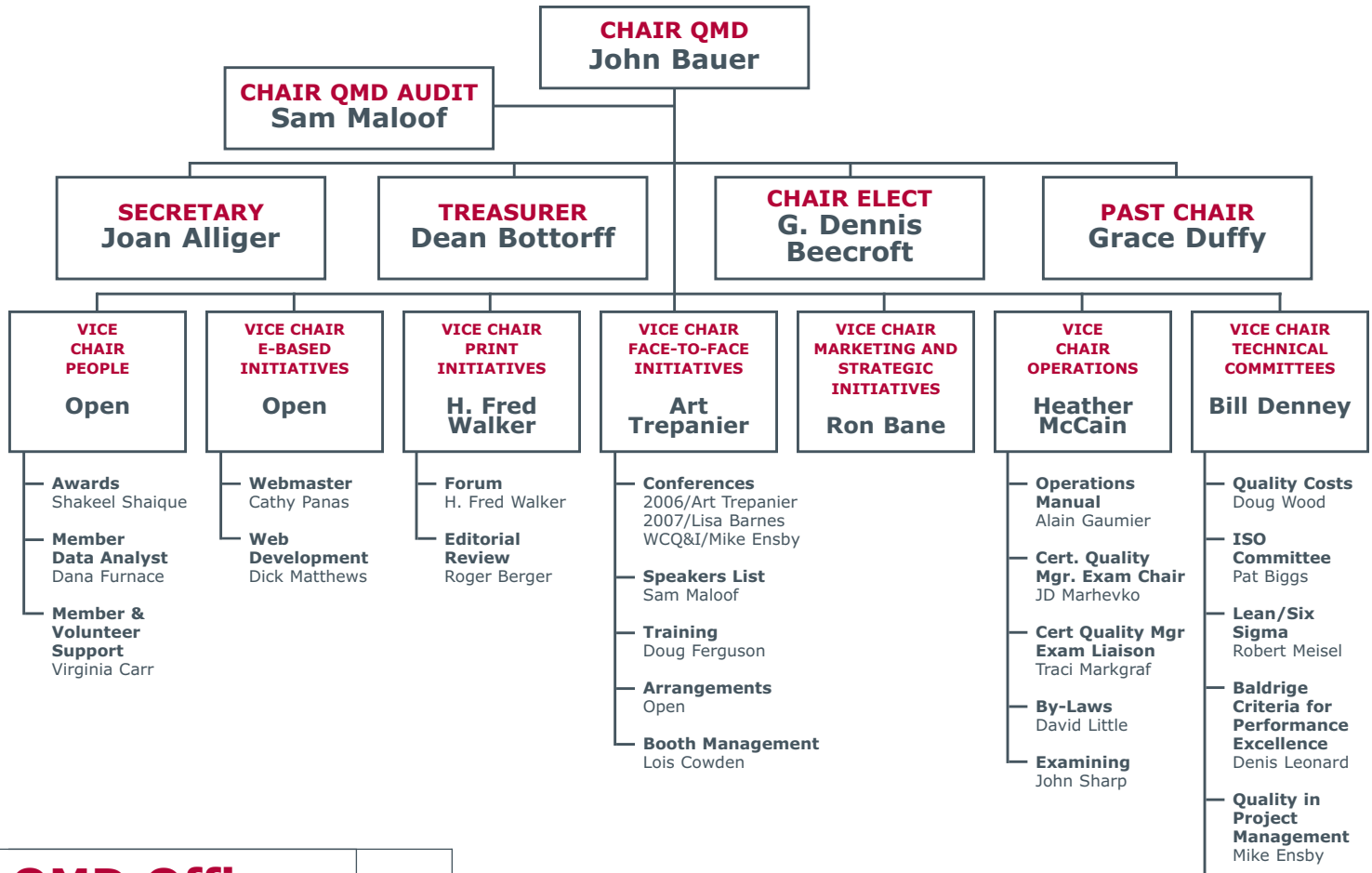
Deputy Conference Marketing Chair

This individual will work closely with the Conference Marketing Chair to develop the brochure, ASQ and non-ASQ conference marketing materials, Web site notices, and Quality Management Conference marketing communications initiatives. Prior marketing or customer relationship experience is preferred, but not required.

QMD Arrangements Chair

The QMD Arrangements Chair will work closely with members of the division, hotel points-of-contact, and the individual that is contracted by the division to perform site selections. The primary duties of this position are: arrangement of accommodations for 3 to 4 leadership meetings each year; coordination of hotel master accounts, arrival/departure plans, confirmation numbers, meals, and audio/visual for these meetings; and assist the Conference Committee Arrangements Chair. This position reports to the Vice Chair, Face-to-Face Initiatives.

If you are interested in the above positions or would like to discuss other volunteer opportunities, contact Ron Bane at **ronbane@yahoo.com** or call at (916) 920-2678.



Complete Quality Process (100% Employee Involvement)
Pat Townsend

QMD Officers

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To see a QMD organization chart and complete roster of QMD officers, committee chairs, and volunteers, go to the QMD Organization pages on the QMD Web site at www.asq-qmd.org.

The Quality Management FORUM

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The Quality Management Forum is a peer-reviewed publication of the Quality Management Division of the American Society for Quality. Published quarterly, it is QMD's primary channel for communicating quality management information and Division news to Quality Management Division members. The Quality Management Division of ASQ does not necessarily endorse opinions expressed in *The Quality Management Forum*. Articles, letters and advertisements are chosen for their general interest to Division members, but conclusions are those of the individual writers.

Address all communications regarding *The Quality Management Forum*, including article submissions, to:

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Address all communications regarding QMD membership including change of address to:

American Society for Quality
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For more information on how to submit articles or advertise in *The Quality Management Forum* see the Quality Management Division Web site at www.asq-qmd.org. Articles must be received ten weeks prior to the publication date to be considered for that issue.

The cut-off date for the Fall issue is September 1, 2005.

Contact the ASQ Customer Service Center at 1-800-248-1946 or (414) 272-8575 to replace issues lost or damaged in the mail.

Advertise in

The Quality Management Forum

If you provide products
or services to the
quality profession,
The Quality Management Forum
will help you reach
your target market.



Every quarter, the *Forum* can convey your advertising message to nearly 20,000 Quality Management Division members. These members include many of ASQ's quality executives, managers, supervisors, and team and project managers. Most are decision makers or influencers for products and services such as:

✓ Consulting ✓ Training Publications ✓ ISO Registration
✓ Conferences ✓ Business Shows ✓ Software ... and more

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Project West, 1764 Blake Street Denver, Colorado 80202
Phone (720) 946-0165; Fax (720) 946-0168 or E-mail info@projectwest.com.



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Grand Jct, CO
Permit No. 134

Please, tell us what you think.

QMD is interested in ways of reducing QMF printing and mailing costs, yet we do not wish to compromise your membership benefits or readership satisfaction. Your QMD Leadership are proposing a way to reduce costs by reducing the number of pages (for three of the four *Forum* quarterly issues) by 50% by offering certain articles as Abstracts with the remainder of those articles accessed via our web site (see additional details of the proposed QMF changes on Page 6 of this *Forum*).

Help us shape the future of the *Forum* by responding to the statements below and mailing this card no later than May 15.

Circle your response using this 5 point scale:

1-False, 2-Partly False, 3-Indifferent or neutral, 4-Partly True, and 5-True

1. QMD *Forum* (QMF) is a significant benefit and factor in your decision to be a QMD member.

1 2 3 4 5

2. The proposed QMF changes (part print/part web) will not impact your decision to be a QMD member.

1 2 3 4 5

3. An all-electronic QMF would not impact your decision to be a QMD member.

1 2 3 4 5

4. You currently read the entire issue of the QMF.

1 2 3 4 5

5. Given the proposed part print/part web QMF, you anticipate reading it to the same extent as you have read full print issues in the past.

1 2 3 4 5

6. Do you currently use the QMD Web site?

1 2 3 4 5

7. Would the proposed new component titled *The Executive Corner* (described on page 6) add value to the content provided by the QMF?

1 2 3 4 5

8. Do you think the current length of articles provides sufficient information?

1 2 3 4 5

What else would you like us to know?



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