



*A Peer-Reviewed Publication of the Quality Management Division of the American Society for Quality*

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The password for the members only section on the ASQ-QMD Web site is:  
**sp4frm**

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## Function Commands Form

**Structures Have a Duty to Support Function, Not Command Them**

*By Dean L. Bortorff*

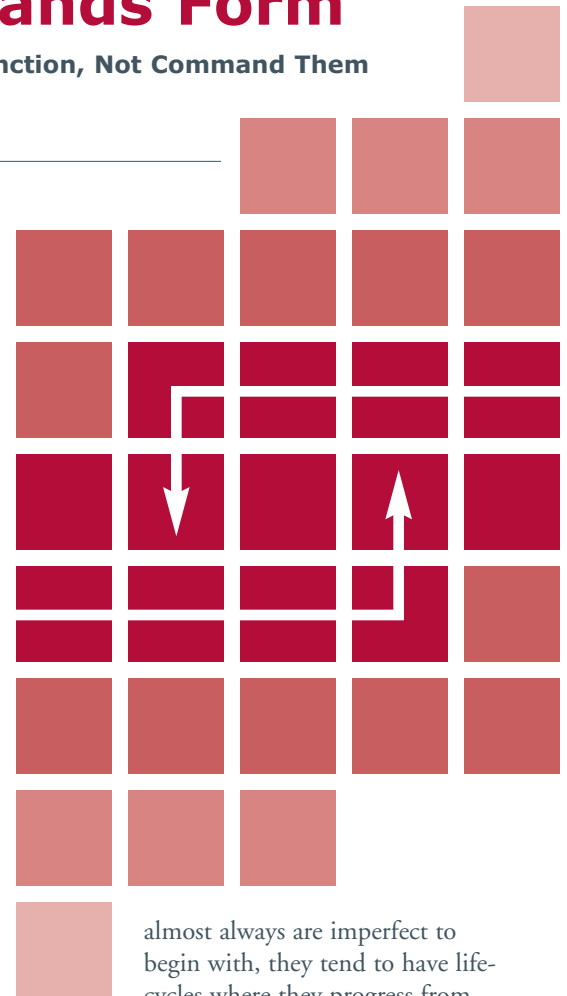
A popular view in contemporary quality management has been that quality depends on highly defined, powerful and controlling organizational structures. While commanding structures have been instrumental to quality in the past, they are not exclusively instrumental to quality at all times. There are times when quality requires us not only to create sound structures, but also to destroy them in favor of marginal structures. In times of changing market conditions and requirements, sometimes less is more.

A steadfast reality of organizational life is that all organizations experience changes in their markets and environments. And when they do, both their operating processes and their supporting structures need to change with them. This reality can breed hardship or opportunity. The choice is ours.

Unfortunately, organizations have a way of choosing hardship over opportunity when they allow poorly fitted structures to dictate their futures. It is bad enough that market requirements change faster than organizations can adapt. But when structures excessively dominate over functional requirements a much greater danger emerges: the propensity of structures to imprison and distort critical decision-making.

If the key to solving any problem rests with identifying the nature of the problem, and if achieving quality depends on solving such problems, then the first duty of any structure is not to impede the very quality it was designed to support. In changing environments, getting bad structures out of the way and reconfiguring them to support new requirements can be more germane to organizational excellence than adhering to routines and edicts of the past.

For all the good things structures contribute, they also have a dark side. Man-made structures



almost always are imperfect to begin with, they tend to have life-cycles where they progress from being enablers to becoming disablers, they can drift faster than they can be improved, and they can be slow to change unless it suits their politics. The anatomy of a restructuring project should be driven 60% by market and environmental requirements, 30% by pragmatic compromises, and no more than 10% by political issues (yes, some politics usually need to be accommodated). Unfortunately, in real life restructuring projects tend to invert this anatomy giving us 60% politics, 30% pragmatic compromises and 10% market connectivity. Far too much time typically gets spent pragmatically satisfying politics instead of understanding the nature of the market and environmental requirements.



*From the Chairman*

## Fellow Quality Management Division (QMD) Members

*By John Bauer*

### New Membership Model

At their February 2004 meeting, the ASQ Board of Directors approved the new ASQ Membership Model.

The Board approved Phase 1 implementation of the ASQ Living Community Model (LCM), the Society's reinvention of membership, which features flexible options and a new benefits and dues structure.

The new model will offer a variety of new and enhanced member types and benefits suited to all interested in the practice and/or profession of quality. The living community model approach advances ASQ's Vision as the "community of choice for everyone who seeks quality technology, concepts or tools to improve themselves and their world."

The membership types include Regular, Associate, Forum, Student, Organization, Corporate and Sponsor. It is my understanding that the higher level memberships will also include a Forum/Division membership. I encourage you to select the Quality Management Division (QMD) as your choice of Forum/Division when you renew your membership under the new LCM Model. Please also encourage your associates that are ASQ members to select QMD as their Forum/Division choice.

As you probably know, QMD is the largest of the current divisions with approximately 17,000 members worldwide. If we can encourage ASQ members that are not currently affiliated with a Division to select QMD, the Division will grow dramatically and we will be able to take on larger and more meaningful projects to enhance our professional status.

Additional information on the Membership Model is included in this issue on page 7.

### Quality Management Conference 2004

Our 16th Annual Quality Management Conference in Dallas, March 1-5, 2004, was a great success. More than 300 individuals participated in the pre- and post-conference tutorials, presentation sessions, keynote addresses, panels and workshops. We look forward to seeing you at the 17th Annual Quality Management Conference in Orlando, Fla., February 2005.

### Awards

It was my pleasure to present the following awards during our 16th Annual Quality Management Conference:

#### QMD Partners for Quality Award — Organization

To: Lockheed Martin Corporation, Dallas, Texas

#### QMD Partners for Quality Award — Individual

To: Art D. Trepanier, Lockheed Martin Corporation, Dallas, Texas

#### QMD Outstanding Leadership Award and Chair Gavel

To: Grace L. Duffy, QMD Past Chair

#### QMD Outstanding Service Award

To: H. Fred Walker, Ph.D.

For: Outstanding Leadership and Editorial Excellence as QMD *Forum* Editor — 2004

#### QMD Outstanding Service Award

To: Michael H. Ensby

For: Outstanding Leadership and Organizational Excellence as QMD Conference Chair — 2004

### The Ultimate Quality Management System: Part 3

In the previous two issues of *Forum*, I talked a bit about my experiences with the National Quality Program Criteria. In this issue I'd like to talk about the two newest versions of the award criteria and a new category being considered by Congress. The Education and Health Care categories were established in 1999. Since then, a total of 66 applications have been submitted in the education category and 61 in the health care category.

Any for-profit or not-for-profit public or private organization that provides educational or health care services in the United States or its territories is eligible to apply for the award. That includes elementary and secondary schools and school districts; colleges, universities and university systems; schools or colleges within a university; professional schools; community colleges; technical schools; and charter schools. In health care, it includes hospitals, HMOs, long-term-care facilities, health care practitioner offices, home health agencies, health insurance companies or medical/dental laboratories.

As in the other three categories, applicants must show achievements and improvements in seven areas: leadership; strategic planning; customer and market focus (for education: student, stakeholder and market focus; for health care: focus on patients, other customers, and markets); information and analysis; human resource focus (for education: faculty and staff focus; for health care: staff focus); process management; and business results (for both education and health care: organizational performance results).

I had the privilege to participate recently with my community's School District in their quality initiative. The first step in the improvement process was to conduct a self assessment of the District using the Baldrige Education Criteria. The team conducting the assessment was amazed at the insight they gained into the organization's strengths and areas for improvement. They're using the assessment to prioritize their improvement projects and they're benchmarking the educational institutions who have won the Baldrige Award for Education to gather information in their quest for improvement.

# Dr. Roger Berger receives ASQ Distinguished Service Medal

*By Grace Duff, Immediate Past Chair, QMD*

Many of us in the Quality Management Division are well acquainted with the contributions of Dr. Roger Berger. Dr. Berger is a past-Chair of QMD and has been the "Dutch Uncle" of the Division for longer than we have existed.

Dr. Berger was awarded the ASQ Distinguished Service Medal by the ASQ Board of Directors in November 2003. The Distinguished Service Medal represents the highest distinction that can be accorded by the American Society for Quality. The medal honors the lifetime contribution of any person who has been recognized as a long-term enabler, catalyst or prime mover in the quality movement. It is granted only to those people who have clearly driven progress by the promulgation of quality principles, methods or science for the good of the society-at-large or who have exemplary sustained service on behalf of ASQ that has benefited the whole Society.

Dr. Berger is the recipient of the Quality Management Division Jones Award and is the founding catalyst for the QMD Roger Berger Award for Long-Term Project Management Excellence.

Dr. Berger was recommended as a prime candidate for the Distinguished Service Medal during the first round of nominations for this new award category. Dr. Berger is recognized as one of the

founders of the Certified Quality Manager Examination. He is a founding member of the Quality Management Division, which grew out of the Administrative Applications Division, established in 1954, only 8 years after the inception of the American Society for Quality.

I first met Dr. Berger at the beginning of the Quality Manager Certification Body of Knowledge identification in 1994. He was already a past-Chair of the 30,000 member Quality Management Division at that time. He is co-author of the ASQ Quality Engineer Handbook and professor emeritus at Iowa State University. Dr. Berger is the long-time past editor of the *Quality Management Forum*, a peer-reviewed vehicle recognized as a valid publication for tenure consideration for academic credentials. He continues to serve the Quality Management Division as historian and chair of the *Forum* Review committee.

Dr. Berger has continued to mentor and support rising leaders in the Quality Management Division. He is actively involved in the identification of new leadership for the Division and maintains a current mentoring relationship with several rising QMD leaders during each leadership cycle. Dr. Berger continues to support the identification of new areas of the QMD Body of Knowledge and is recognized as a valuable member of the QMD Executive Board.

On February 4, 2004, legislation to establish a Not-For-Profit category for the Baldrige Award cleared the House Science Committee. Principal sponsors are Rep. Brad Miller (D-NC), Rep. Melissa Hart (R-PA) and Rep. Dennis Moore (D-KS). In his remarks during the committee meetings, Rep. Miller stated, "The Baldrige Awards have been remarkably effective in focusing on criteria for excellence and the best practices in achieving excellence. Government agencies, religious organizations, trade and professional associations and other non-profit organizations will benefit greatly from competing for Baldrige Awards." Rep. Hart added, "In the spirit of recognizing and inspiring organizations to higher quality standards, we should include non-profits in the prestigious Baldrige Award."

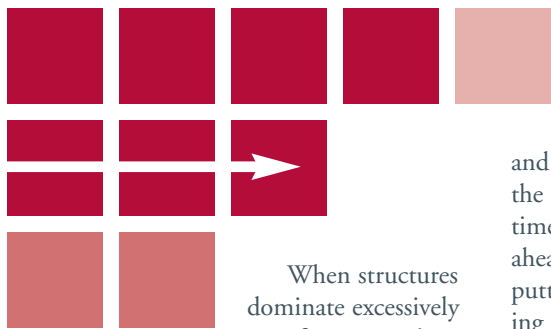
## Meet a Fellow QMD Member

Tom Pearson is a Fellow of the American Society for Quality, past-Chair of Indianapolis Section 903 and the Measurement Quality Division, and a member of the *Six Sigma Forum* Editorial Review Board. He specializes in the design and implementation of integrated business improvement systems using innovative applications of Six Sigma, system science and information technology. He is also a Master Black Belt with Smarter Solutions, Inc., holds a BA in Physics and Mathematics from University of Indianapolis, and an MS in Operations Research from The George Washington University. Tom co-holds two U.S. patents for software and is co-author of the *Exploratory Quality Control Handbook*, *The CSSBB Primer* and *Wisdom on the Green ... Smarter Six Sigma Business Solutions*. He has many published articles in *Quality Progress* and other national magazines and has been a regular speaker at national conferences on Six Sigma, Business Improvement, and Test and Measurement.

Tom is the QMD Lean/Six Sigma Technology Committee Chair. The new QMD committee has been formed to disseminate the value, principles, strategies and methods of Lean/Six Sigma via the *Quality Management Forum*, the QMD Web site, and other potential ASQ and QMD offerings. The goal is increased awareness and value offered to ASQ members and non-members alike through an integrated systems view of the various quality technologies and their application. If you are interested in helping explore, develop and communicate the next generation of Lean/Six Sigma to a new and broader audience, contact Tom Pearson at [tpc@reciprocalonline.com](mailto:tpc@reciprocalonline.com).

(FUNCTION COMMANDS FORM, continued from page 1)

According to the Nobel Laureate Herbert Simon, “the most important part of solving any problem is understanding and defining its nature from perspectives of both value and fact” (Simon). Decision sciences from marketing research to operations research to six sigma to software development reflect Simon’s point by placing significant emphasis on accurate problem identification (or framing) from the get go. The reason for this is simple. If you do not get this step right, all subsequent steps will be off track at best or possibly dead wrong! Hence, it is never enough to merely manage by available facts alone. The dynamics of the environment, the behavioral nature of agents, the mixed economic utilities to stakeholders, and the innate human values underlying the facts are also germane to characterizing the true situation at hand.



When structures dominate excessively over functions, they

have a rude tendency to de-emphasize Simon’s critical “step one” while emphasizing the later, less relevant (or potentially irrelevant) steps. This condition is identified in General System Theory (Bertalanffy) as a pitfall of overly specialized and mechanistic decision approaches, which are common to many mature fields of study. Unless proper attention to the entire nature of a situation is taken into account (including issues of wholeness, dynamic interactions and values), and unless these broader factors are properly framed at the beginning of the decision process, the effectiveness of the empirical approach declines precipitously.

Keeping structures fit requires two skills managers seem to have an aversion to developing. They need to be just as skilled at knowing when to destroy structures as developing good structures in the first place.

According to the Contingency Theory of Management, the optimum structure of an organization depends on the circumstances at any given time (Cohen, Fiedler, Mintzberg, Simon), and successful organizations tend to loosen their structures under conditions of environmental change (Morse and Lorsch, Hersey and Blanchard). Some central points in Contingency Theory are:

- There is no universal or one best way to manage, and all management approaches are dependent on circumstances.
- Performance is the consequence of “fit” between structure design, subsystems, functions (processes), the nature of the environment and management styles.
- Changing environments favor more organic and adaptive organizational structures.

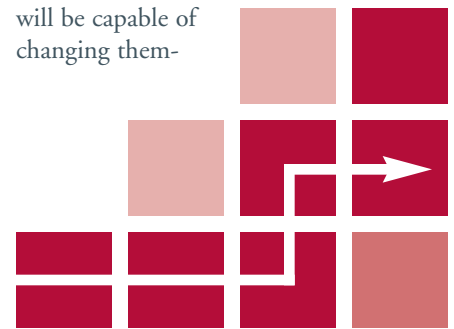
Based on this theory, our knowledge of functional requirements and functional excellence must precede any possible knowledge of structural excellence. Therefore, we must first understand functional requirements and their quality before we can understand the kinds of structure needed at any given time. To place structural requirements ahead of functional requirements is akin to putting the cart before the horse and missing Simon’s critical “step one.”

Contingency is not just an occasional theory that applies some of the time. Contingency exists always and everywhere and is as inherent to organizational nature as gravity is to physics. Organizations that live and die by how well they meet customer requirements invariably have contingent dimensions in their functions and structures they should never ignore. This means that whatever functional adaptations are necessary to satisfy market requirements, the structures had better wake up and improvise to support the functions! This necessity does pose a pragmatic problem: Who is supposed to wake up the boss? When the boss is married to the structure, can anyone within the structure wake up the boss and survive to talk about it?

The marketing profession has one of the most radical appreciations for Contingency Theory and its need for “wake-up” mecha-

nisms. According to Bonoma’s popular marketing management book, *The Marketing Edge — Making Strategies Work*, prevailing internal structures are often the causes of implementation and execution failures. Furthermore, to overcome these internal barriers, the highest role of marketing is to bridge these gaps in structure, to situationally overcome the obstacles and execute anyway, hence precipitating the destruction of the inadequate structures in favor of better ones. Throughout the marketing literature there is a deeply held view that this is what good marketers do. Marketing described in this way, is about more than just bringing in customers. Marketing becomes a mechanism for changing dysfunctional structures.

Those who believe that structures ought to command functions tend to be assured that the structures will be capable of changing them-

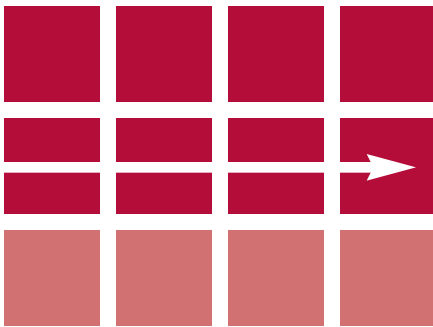


selves as needed. Unfortunately, this is rarely the case. As Deming said on many occasions, “structures generally are hopelessly incapable of changing themselves and usually must be changed from the outside” (Deming). Aren’t marketers often viewed as outsiders by the operating sides of their organizations? Does this “outsider” status, coupled with the clout of bringing in valuable customers, uniquely enable marketers to be change agents? Marketing may not be the only possible mechanism, but it is an excellent one every organization ought to take advantage of. Quality managers, when acting as agents external to the operation they are observing, have a similar opportunity to be this mechanism as well.

A common failure mode in management is a condition I call “the tail wagging the dog.” This occurs when a manager is managed

more by the prevailing structures instead of the other way around. All management needs structure, order and prediction (Deming). However, there are practical limits to each of these and a price to be paid for excesses. When structures dominate over functional requirements, every level of the firm can be adversely influenced to ignore the organization's true requirements at hand. Consider these examples:

- An executive team working to meet production quotas focused disproportionately on buggy whip productivity while their customers were systematically disappearing. When one of the executives raised the question, "What are we doing about our dwindling customer base?," there was no tolerance, or mechanism, to deviate from established agenda. The result: The organization met its



quota a few more times before disappearing with its customers.

- A manager reprimanded a subordinate for deviating from procedures, instead of supporting and rewarding the employee for improvising and retaining an important customer. After being stomped by the structure, the employee never deviated in this way again. The CEO passionately emphasized the importance of customer orientation in his memos, meetings and speeches, but nothing ever really changed. Did structure fail the CEO, the organization and its customers?
- A Green Belt (GB) following the prescribed DMAIC problem solving roadmap had difficulty identifying the root causes of costly pain and frustration in the ranks resulting in higher absenteeism and turnover. Significant time and money was

spent gathering data and running statistical experiments that proved nothing. Even though the GB intuitively knew the employee consensus on the matter, he was not permitted to deviate from the data-driven procedure. Needing an outsider, the GB, his boss and his boss's boss came to me for help. After a brief interview with a few involved parties we quickly uncovered that the problem was ethical in nature, not empirical, and was caused not by physical process variables, but by poor governance practices that were enabling a few abusers to demoralize certain employees. If the GB and his bosses intuitively already knew the answer, why were they unable to deviate from their project roadmap to recommend a solution?

One common thread of each of these examples is that all structures, even the good ones, can imprison decision makers into following arbitrary thinking patterns instead of focusing on the true nature of the problems or situations at hand. Dominating structures are the luxury of stable markets and environments, which are the exception today, not the rule. Today, more than ever, organizations need functional excellence to dictate the structures if performance excellence is to be assured.

The bottom line is that all man-made structures in organizations stand in great need of continuous and rigorous examination. Structures exist for only one purpose: to enable functional execution in a manner that assures organizational success. Just as man-made organizational structures can do a lot of good for quality, we should also realize that structures are also the root cause of much of our poor quality and performance. To account for this dark side of structure, management needs to recognize the need for external mechanisms to trigger needed changes. Contrary to the tenants of Contingency Theory, there is perhaps one universal constant in management: Management must keep focused on the kinds of functional excellence their environments require, and show the leadership to either deviate from or change structures when prevailing structures impede this focus.

A colleague of mine once said, "quality management begins with quality thinking, and anything that gets in the way of sound thinking needs to be seriously examined and quickly corrected." The longer I am in this business, and the more problems I encounter, the more I think my friend was a genius.

SOURCES:

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Dean L. Bortorff, MBA, is the Principal of *Ethics Quality, Inc.* ([www.ethicsquality.com](http://www.ethicsquality.com)), which specializes in ethics and culture management aspects of process and organizational improvement. He was a keynote speaker at the 2003 ASQ-Six Sigma Conference in Palm Springs on the Ethics of Quality. He also has over 25 years of marketing experience in the engineering and construction industry, is a Past Executive Member of the American Marketing Association, a Senior Member of ASQ, a QMD member, a Certified Quality Engineer and a Certified Software Quality Engineer (American Society for Quality). He can be reached at (412) 262-9050 or [DLB@ethicsquality.com](mailto:DLB@ethicsquality.com).

# Call for Papers!



17th ANNUAL  
Quality Management Conference  
Orlando, FL — February 2005

This conference offers many opportunities for academicians, practitioners, consultants and other subject-matter experts to present in a variety of forums — pre- and post- conference workshops, presentation sessions, keynote addresses, and panels. Pre-conference workshops will run in half-, full-, two- and three-day formats Monday, February 21 – Wednesday, February 23. There will be two days of keynote speakers and conference presentations on Thursday, February 24 and Friday, February 25, and full-day post-conference workshops Saturday, February 26 – Sunday, February 27.

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 and Lean Sigma); Supply Chain Management; Teams and Team Dynamics; Training and Development; Customer Focus;

Strategic Quality Planning; Six Sigma; Process Management; Quality Awards (Baldrige, Deming, specific state, etc.); ISO/QS/AS 9000/14000; TS 16949; Organizational Learning and Development; International Quality. Formats can vary from straight presentation to panel discussion, case studies to workshops.

To submit a proposal for consideration, please provide the following by June 14, 2004:

1. A 2-3 paragraph abstract, summarizing your topic.
2. Presentation forum (traditional, case study, discussion/debate, workshop)
3. Length of presentation (one or two hours) or workshops
4. Key objectives of your topic and the benefits of someone hearing what you have to say

The papers 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 **Michael.Mazu@alcoa.com** or **Pmazu@adelphia.net**. You can fax submissions to **(812) 853-4016**. If you have any questions, please call Michael Mazu during normal working hours 8 a.m. – 5 p.m. (CST) at **(812) 853-4893** or e-mail to **Michael.Mazu@alcoa.com**.

For real-time updates on this conference, please visit **www.asq-qmd.org**.

## Join the Quality Costs Committee

Come make a difference and spread the word. The Quality Costs Committee of the Quality Management Division was created over 40 years ago and has been at the forefront in attracting interest to the financial and economic benefits of effective quality management. Times are changing and the Committee is focusing more on the overall economics of quality and bottom line impact to attract the interest of key decision makers. We are also expanding our scope to ensure that our efforts integrate with new business metrics such as the Balanced Scorecard.

Want to be a part of this? **We are looking for new members** to join the committee and play a role in revitalizing our efforts. If you are interested **contact Nick Shepherd**, Chair Quality Costs Committee at **nick@eduvision.ca** — and let us know what you want to do and how you feel you can contribute. Thanks.

# ASQ Board Approves New Member Categories

By Grace Duffy

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## Living Community Model, Phase 1

Dear Fellow QMD members:

I have the honor of serving as your representative on the ASQ Board of Directors. This February, ASQ took a major step to align our organization with the needs of the next generation of quality. Many of us know that ASQ membership at the local and division level is declining. Section and Division leaders demanded aggressive and innovative action from the Board, the Office of the President, and Headquarters in Milwaukee to reverse this trend.

This article is written to give you an overview of the progress the volunteer New Member Model committee has made to date. There are two documents included in the following text.

The first is a letter from our ASQ President Ken Case. His comments are particularly well focused. I could not have said it better, so I am copying his words from the ASQ.org main home page.

The second section is a copy of the February 10, 2004, fact sheet containing explanations of the member categories, benefits and dues.

The structure of the Phase 1 member model will be in place in time for the July 1 membership renewal cycle. The Board, volunteer member model committee, Office of the President and ASQ HQ personnel are actively moving this transition forward. We will take feedback from this first phase and incorporate improvements as effectively as possible.

I am optimistic about the opportunities these new member categories give the Sections and Divisions. We have excellent entry points with which to engage new volunteers. Join me in welcoming this change for a more successful future ASQ. You can provide feedback through your Division leaders, at the ASQ Web site and 1-800 number, or to me at [grace683@usa2net.net](mailto:grace683@usa2net.net).

Sincerely,

Grace Duffy

ASQ National Director and Immediate Past-Chair, QMD

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Dear colleagues:

I write to you directly to express my excitement given the dramatic changes ahead for the American Society for Quality. These changes increase membership value for each of us from traditional ASQ members, as well as for those of you who belong to the ASQ Six Sigma Forum, the Association for Quality and Participation, and ASQ's Koalaty Kid. As a community of individuals dedicated to quality, we are all involved in advancing the quality movement both professionally and personally. A new approach to membership and the resulting benefits to you and to our organization will no doubt increase the positive effects that result from the practice of quality tools, concepts and technologies in our companies, organizations and communities around the world.

But before I highlight the changes in our membership approach, let me tell you a personal story. When I began my quality journey, it soon became clear that ASQC was the organization

(NEW MEMBER CATEGORIES, continued from page 7)

to join. I signed up in April 1970, and never looked back. Ever since, not a week has gone by without my learning something new by networking, attending a course, reading an article, preparing for a certification, and so on. For me, ASQ membership has been an investment that has paid huge career dividends and personal enrichment over the years. Annual dues have paled in comparison to everlasting, exceptional value.

Today, we all expect change, even though we may personally be caught off guard by it. One of the big changes occurring in the past few years is that quality is becoming everybody’s job, not just the realm of quality professionals. This means our jobs and individual roles and relationship to quality changes. We spend more time as coaches and mentors to practitioners who are beginning to use the quality tools in diverse arenas at work and at home. Another change is that initiatives like JIT, cycle time management, lean and supply chain management have captured a lot of attention today. This is good because all are enabled by quality and so heavily based on quality principles and tools that they simply cannot succeed without sound quality practice. Well prepared quality professionals and practitioners today have no end of opportunities — good business will always require good quality.

During the past year, teams of ASQ members, volunteer leaders and staff developed an inclusive, innovative membership model, known as the Living Community Model (LCM). By a required

supermajority vote of 75% of ASQ’s volunteer leaders (no staff), our Board this month approved a wide array of changes based on data surveys, discussions at multiple volunteer leader levels, stakeholder dialogues and online input from all of you, ASQ to Koalaty Kid, Six Sigma to AQP.

The model enhances the value of being a Regular Member, including Senior and Fellow. An Associate Member category opens new doors to those just learning about quality or for whom quality is a secondary pursuit. This level will also interest many international professionals. Forum Member is designed for those with niche interests addressed by nearly 30 Divisions and Forums. Of course, the Student Member category is still available. The LCM also enables several things you specifically requested, including proving the economic case for quality, enhancing the image of the quality professional and ASQ through media and promotion, growing new and diverse communities of practice, and providing more personalized member-relationship management. Each of these is big and important.

Today’s ASQ is still the quality organization of choice. With the recent changes, the quality movement, our professionals and practitioners and ASQ will all be stronger. I hope you share my enthusiasm for the new ASQ and what it can do for you!

Sincerely,  
Kenneth E. Case, P.E.

**Living Community Model, Phase 1  
Membership Category, Benefits and Dues Fact Sheet**

The ASQ Living Community Model supports the Society’s vision to make ASQ “*the community of choice*” for everyone who seeks quality technologies, concepts or tools to improve themselves and their world. The model’s flexible design will be deployed in phases over three years. Phase 1 offers flexibility and options in membership categories, benefits and dues focused primarily on individuals, as well as new community, networking and online developments. The following briefly describes the membership categories, benefits and dues within Phase 1.

**Forum Member: Description**

The Forum membership is intended to appeal to those individuals who have an interest in quality focused within a specific industry or topic, as represented by a Forum/Division. This individual prefers membership and benefit access primarily through electronic means, although face-to-face and networking opportunities would be available to further engage this member. Forum members can reside around the globe. Six Sigma Forum and the Association for Quality and Participation are considered Forums; AQP will be renamed Teamwork and Participation Forum. Koalaty Kid has become a sub-community within the Education Division. Forum members are only eligible to hold office in their Forum — not in the Society. Senior or Fellow designations are not available to Forum members. (One Forum/Division membership is bundled in the new ASQ Regular member category.)

**Forum Member Benefits Summary**

- Membership in the Forum of choice
- All member benefits offered within the current Forum/Division structures (newsletters, print and online content, discussion boards, member search, etc.)
- Society newsletters (electronic)
- Access to ASQ’s annual salary survey (electronic)
- ASQ general public content

*A la Carte Options (separate fees)*

- Books, certification, conferences, courses, additional Forums/Divisions/Sections, journal subscriptions, QIC searches, *Quality Progress* (electronic or print)

**Annual Dues: \$29**

**Associate Member: Description**

Associate membership is designed to appeal to practitioners; quality may or may not be their primary job function, yet they are interested in a broad exposure to quality disciplines or topics. It is also intended for those selecting ASQ as a secondary or supplemental professional organization. Associate members prefer to receive benefits electronically and require more information and opportunities than are available to Forum members. Associate membership can attract individuals around the world. Associates participate in an electronic Section for networking activities. This membership is a mid-level entry path into ASQ. Associate members cannot hold elected office in the Society or within the local Sections. Associate Members selecting to purchase an additional Section or Forum/Division membership may serve in an appointed position within the respective member unit(s).

**Associate Member Benefits Summary**

- *Quality Progress* magazine (electronic)
- Online discussion boards
- *Quality News Today*, 24/7 worldwide news service
- Electronic section membership
- ASQ general public content
- Access to ASQ annual salary survey (electronic)
- Leisure and affinity benefits
- Society newsletters
- Discounts on ASQ products and services

*A la Carte Options (separate fees)*

- Books, certification, conferences, courses, additional local sections, Forums/Divisions, journals, QIC searches, *Quality Progress* (print)

**Annual Dues: \$69**

**Regular Member: Description**

The Regular membership category is designed for quality professionals and practitioners. It enhances the tradition of ASQ membership with more flexibility and value. Regular members seek a breadth and depth of information; networking, training and education; and personal and professional development options delivered in a variety of formats and frequencies. Regular members reside anywhere around the globe. The category features a Section or local group affiliation, as well as one Forum/Division affiliation. (Members can add Forums/Divisions for \$10 each; Sections for \$20 each). Regular members may serve at any level of the Society and can upgrade to Senior and Fellow status.

Senior and Fellow members receive all of the benefits of a Regular member plus the choice of one additional Section, or two Forums or one journal. Senior and Fellow member dues are equal to the Regular member dues, inclusive of their additional benefits.

**Regular Member Benefits Summary (includes the following but not limited to):**

- *Quality Progress* magazine (print)
- Monthly topic-specific article collections (electronic delivery)
- *Quality News Today*, 24/7 worldwide news service
- Image and Awareness enhancement materials
- ASQ branding tools
- Economic case for quality materials
- Enhanced presence and activity on national issues
- One Section membership
- One Forum/Division membership
- Quality Information Search access, research and support
- Leisure and affinity benefits include Kinko's business service discount card, MBNA credit card and WorldPoints loyalty program, insurance, identity theft and wellness options
- Back issues of *Quality Progress* (electronic)
- ASQ annual salary survey (electronic)
- Discounts on ASQ products and services
- Web-based ASQ information

*A la Carte Options (for separate fee)*

- Additional Sections/Forums/Divisions
- Journals, books, courses, conferences, certification

**Current Member Annual Dues (renewal): \$119 with \$10 immediate individual rebate**  
**New Member Annual Dues: \$119 (no rebate)**

**Student Member: Description**

Student members are pursuing degrees at an accredited university or college on a full-time basis. They are studying a range of subjects and are interested in advancing their knowledge of quality tools, techniques and applications within their field of study. Student members help create a loyal base of future Regular members. Students are eligible to hold volunteer positions within their chosen student branch, and through that branch are members of the local Section.

**Student Member Benefits Summary**

- *Quality Progress* magazine (electronic)
- Student Branch membership
- Section membership
- ASQ general public content
- Eligible for ASQ awards and scholarships
- *Quality News Today*, 24/7 worldwide news service
- Society Newsletters

*A la Carte Options (for separate fee)*

- Books, Certification, Conferences, Courses, additional Section and/or Forum/Division membership, Journals, QIC searches, *Quality Progress* (print)

**Annual Dues: \$25**

# Rampart Management

By Russ Westcott

**Rampart — a fortification consisting of an elevation or embankment, often built with one or more parapets.**

**Objective:**

Defend the rampart at all costs.

**Policies:**

- NIH (not invented here) will prevail.
- Ignore all outside influences (*modus operandi*).
- Debunk all attempts at innovation.

**Professional Development:**

- You have all you need.
- Ignore change; it's dysfunctional.

Ridiculous you say? Maybe not as much as you might think. There appear to be hordes of organizations that have this managerial mindset. In my work and studies, I've seen dozens of management styles and organization types, but never one that quite captures the one I will attempt to illuminate in this article, hence a new term —

**Rampart Management.**

The rampart-managed organization is the business equivalent of the infamous *Maginot Line* — that magnificent concrete fortification France erected to defend itself against a northern attack in World War II. The German army just went around it and occupied France. I don't think any of the concretized gun emplacements ever fired a shot at the enemy.

In this fast forward era, few organizations can afford to stand still lest they be run down or runaround. Change is inevitable. If you don't make it happen, it happens anyway. And often in ways that are detrimental to organizational health.

Reflecting on the collapse of the World Trade Center Towers, think about: 1) the flexibility some organizations demonstrated in setting up shop in a new location almost overnight, in spite of the tragic loss of employees and destruction of their infrastructure, and 2) the vulnerability of even seemingly sturdy structures. Imagine losing your entire business

facility and many of your employees and friends. Stability as you know it would be shattered. But, you grieve and move on to reestablish some of what you have lost or build something entirely new. Change suddenly engulfed you when you least expected it.

Just how vulnerable is your enterprise? Have you concretized your organization and management style into a rampart? Enough conjecture, let's explore what you might consider doing about it.

The management-help literature is teeming with cures. You've heard about: reengineering, TQM, open-book management, coach don't dictate, balanced scorecard, project management, six sigma, knowledge management, matrix management, benchmarking, and many more. I find no specific fault with any of the cures, when properly applied to the correctly diagnosed ailment. Is the organization's culture receptive to the cure? Is management ready, willing and able to change? In every cure mentioned above, management will have to make very significant personal changes if the cure is to be accepted and assimilated.

The rampart-managed organization stands firm inside their battlements, either oblivious or just stubbornly resistant to the encroaching competition and environmental changes happening outside. The founder continually reiterates his or her mantra: "I built this organization from the ground up. It has grown and been profitable and I see no reason to change anything. It's just the way I want it and I don't care what anyone else says." Like the anecdote about buggy whips, that situation has been repeated over and over again. Consider the impact of television on print media and radio, the disappearance of the automobile carburetor, and the invention of portable cordless tools, pre-fabricated buildings, and home shopping (first by television and telephone, and now by internet) — the list goes on. Has anyone bought an automobile lately where all the parts were made by U.S. companies? We hear "global village" and it's now true.

Examine some of the symptoms of a rampart-managed organization (See Figure 1).

Millions of words have been written, countless executive and management training programs have been conducted, and sermons from gurus have been spewed about — all championing philosophies, theories and methodologies for better managing an organization. Yet, not unlike the Maginot Line, ramparts remain visible upon our landscape. Lest this article turn into another "\_\_\_\_\_ is dead" piece, let's look at a few means for tearing down the rampart.

**Attitude adjustment and behavior change**

Please understand I really find it fascinating to read about gun-toting cowboys of yesteryear. I find it less fascinating to observe the quest of the idolatized American organization's *modus operandi*: to win regardless of the consequences and accumulate wealth at the top without regard for the unfortunate masses. So many of the organizations that are considered exemplars in the business world are engaged in conquering and destroying their "enemies" — the competition. Every confrontation is a win-lose situation.

Psychologists have been scrapping for years about whether behavior change precedes attitude change or vice versa. And I'm not going to join the scrap. While I do perceive a worsening behavior on the part of organizations, I do feel that both an attitude adjustment and a behavior change is required. The good guys are losing and the greedy guys are gaining. (Who was that oft-quoted prophet that said, "Good guys don't win ball games"?). Just take a look at the all-American heroes we place on a pedestal: actors, charismatic CEOs and political heads, and sports figures. These role models earn mega millions for winning at the box office and we ignore the behind the scenes manipulations and the obscene behavior often initially covered up. And when finally exposed, that behavior is so often substance abuse. Eventually there is a media blitz celebrating the fallen idol's efforts to overcome the problem and regain his or her place on

the pedestal. Clearly we are being brought up to worship false gods. Do you see any need for an attitude adjustment and/or behavior change? Obviously I do.

Are we “doin’ good in the neighborhood”? We are living at a time when there is an ever-widening gap between the haves and the have-nots. At the same time there are the means, the methodologies, technologies and funds available that if applied to this gap, could ultimately reverse the trend. A problem is rampart management. No world leader, or consortium of world leaders and countries are yet willing to commit their resources to addressing the need. Wealthy people (big corporation executives, heads of state, actors and sports people) build multi-million dollar mansions (often several per person) while millions of the world’s less fortunate literally starve to death. Remember their motto, “Good guys don’t win ball games,” or political office or chairman of the board. Your organization could take unprecedented action and help those less fortunate if the business of defending the rampart wasn’t top priority.

Our meager attempts to feed the impoverished instead often feed the black marketers, the drug lords and opportunistic heads of state. We pour our resources into our military might, which more firmly transmits our commitment to rampart management and exacerbates the negative feelings of our neighbors. I’m sure I’m naïve when I say that the only long term, globally-implemented, government-backed effort I’ve noted that appears to make any real difference is the Peace Corps. No occupational army, no matter how many bags of wheat they distribute or how many houses they help build is going to change the conquered people’s attitude: “We lost and the uniforms are still here to remind us.” Just think what could happen if we funded and staffed an effort like a Peace Corps, but with representatives from all the villages? The resources are available, but the commitment is not there.

### **What are the symptoms of the rampart-managed organization? It:**

- Systematically, even if unconsciously, stamps out creativity and innovation (discipline must be maintained, the “troops” are there to fight not think)
- Dictates all strategy (decides when and where or if the enemy will be engaged)
- Relies on the boss (general) at the top to make all decisions
- Prescribes precisely how work will be done (how the enemy will be fought) and what tools will be used (weapons)
- Relies on a closely controlled hierarchy (command and control)
- Tolerates no deviation from stated rules of behavior (marching orders)
- Uses harsh punishments to emphasize the need for strict discipline (humiliation, pay docking, demotion, discharge)
- Provides only the minimal organizational information an individual must have to do their job (just what the troops need to know; only the immediate objective for their unit, not the overall goals and objectives of the whole army)
- Keeps virtually all financial and performance information confined to top management (keeps the troops in the dark, they wouldn’t understand it anyway)
- Never exhibits any softness such as complimenting employees on work done well (keeps the troops toughened-up and mean so as to better defend the rampart)
- Tells supervisors that they will be taken advantage of if they get to know employees better; they will lose control (discourages its lieutenants from learning any intimate information about their direct-reports)
- Sustains an adversarial relationship with all suppliers who may influence the rampart with their ideas and biased news of what other organizations are doing (treats outsiders as potential infiltrators)
- Maintains an arms-length relationship with external customers (customers perceived as a force to be out-maneuvered)
- Ignores the needs and concerns of the community in which the organization operates (seizes control of all available resources and exploits these resources in any way that sustains the rampart)
- Does not allow memberships in external professional, civic or industry associations/societies (forbid all troops from fraternizing with external sources)
- Considers “stakeholders” as consisting solely of top management and the organization’s owners (members of the “army” have a single purpose: to defend the rampart for the benefit of these stakeholders)

Not a very pretty picture is it? Yet how many of you reading this have already identified one or more of these “attributes” within your organization?

**Figure 1 – Rampart-Managed Organization**

(RAMPART MANAGEMENT, continued from page 11)

**I'm not sure it's true, but I once heard that the Peace Corps measures its progress "inch by inch." For example, let's say:**

*I go to an underdeveloped country and pick a young, inexperienced man or woman. I give that person a pointed stick, a bag of seeds, access to a piece of land and a source of water. I also give her or him a modicum of knowledge (the relationship between planting a seed and the growth of a vegetable) and limited skill training (how to make a hole with the stick, how far apart to plant a seed, how much water to apply and how to harvest). Soon that person will begin to produce an output. Do that for twenty villagers and you have outcomes (relief from hunger, knowledge and skill that can be transferred to others, less dependence upon charity, better health for the families and longer life).*

In contrast, let's say my company delivers the latest and greatest piece of farm machinery to the same village. That piece of machinery can do nothing without human intervention. It may be a world-class product but, standing unused or improperly used it has created no world-class outcome. How about a variation of a familiar quote: "If you give a person food, you have fed her or him for a day. If you teach him or her how to farm, you have fed her or him for a lifetime."

### Global village or municipal zoo?

Are we, as a world, really moving toward becoming the global village so fervently discussed in the literature and in politics? At present it appears more like a giant zoo. We are still behaving worldwide like lower order animals, not the sentient people we purport to be. We trade with our neighbors, extending goods and services with our right hand while concealing a weapon held in our left hand. We are determined to win regardless of who is exploited or loses. Even while stepping beyond the walls of our rampart, we anticipate a hasty retreat to its safety should the venture into the global village threaten the status quo.

We have the history of mankind and basic animalistic instincts to overcome in order to abolish rampart management. I don't have the definitive answer, just a hope and my own conscious effort to not succumb to the attitudes and behavior permeating our global societies. America's representative stepped onto the moon with inspiring words: "One small step for man, one giant leap for mankind." The only question is how did that first step onto the moon save earth? The connection was not clear to me then, nor is it now to the starving family in a strife-torn country here on earth.

*(Caution: do not attempt the following on your own — unless you have a death wish.)*

#### Following are suggestions:

- Replace rampart management with P-O-S-I-T-I-V-E action (see Figure 2).
- Assess the receptivity of your organization to accepting a habit-shattering change.
- Discuss your findings and concepts with others of like mind, if any are present. Note: This is not suggesting fomenting a palace coup or other disloyal action. It is suggesting that a significant number of top management is needed to conceptualize and carryout a non-threatening and gradual restructuring of the organization. If you can't find enough kindred spirits just go quietly. (You can't stay; you've played your hand and lost.)

#### Replace rampart management in your organization with P-O-S-I-T-I-V-E action:

- P**lant the seeds for positive change
- O**rchestrate organizational restructuring and revitalization
- S**timulate innovation and organizational learning
- I**nvolve all stakeholders
- T**erminate rampart management-type thinking and actions
- I**nvest in developing and nurturing the organization's people
- V**alue and reward vision, vigor, vitality and virtue
- E**valuate all processes, products, services and decisions frequently and continually improve

**Figure 2 — P-O-S-I-T-I-V-E Action**

Some of the actions you and your like-minded colleagues may wish to consider are:

- Accept the concept that the organization does not own the people who work there, it merely rents their competency under an implied agreement that the organization's rules and procedures will be followed, as long as the organization's practices are ethical and legal.
- Change ownership — help the people who work there become the owners of the organization.
- Turn the old organization chart upside down with management at the bottom. Adopt the philosophy that management's job is to support employees in satisfying the needs of all stakeholders (customers, owners, suppliers, the community and other interested parties). Keep the management and its staff at "bare minimum."
- Create internal communication systems that ensure the "new owners" receive all the information they need to make wise decisions — and yes that means the formerly sacrosanct financial secrets.

# QMD Volunteer Opportunities

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

## By-Laws Chair

Responsible for the review of and adherence to the division by-laws. Also responsible for coordinating changes to the by-laws through ASQ and publishing changes to the division.

## Member Support/ Volunteer Coordinator

Coordinate the welcoming of new members, volunteer opportunities and membership support activities.

## Training & Workshop Chair

Coordinate registration for sessions and instructors (assure that space, food, A/V equipment, etc. are available), and manage the training budget.

## Deputy Conference Program Chair

Work closely with the Conference Program Chair to acquire session speakers, keynote speakers and program-related items. Then, progress to Program Chair at the next conference.

## Deputy Conference Marketing Chair

Work closely with the Conference Marketing Chair to develop the brochure and to implement Quality Management Conference marketing communications initiatives.

## QMD Awards Chair

Responsibility of procuring, shipping, and tracking awards and identifying/facilitating volunteer recognition programs. Assures that QMD maintains consistent award and recognition processes and that activities occur in a timely manner.

## Lean/Six-Sigma Technical Committee Members

Members will explore, develop and communicate the next generation of Lean/Six Sigma to a new and broader audience.

If you are interested in the above positions or would like to discuss other QMD volunteer opportunities, please contact Ron Bane, Vice-Chair People, at [ronbane@yahoo.com](mailto:ronbane@yahoo.com) or **(916) 920-2678**.

- Assist the “new owners” to become cross-trained and multi-disciplined insofar as it makes sense for the organization and its people.
- Champion agility in all you do. Break down walls, physical and mental. Focus on the overall value chain and continual improvement.
- Establish performance indicators that reflect a balanced view of the values, vision, mission, strategic direction and goals of the organization. Be extra vigilant in assessing the impacts of your organization and its processes, products, services and decisions on the world outside, and operate so as to “do no harm.”
- Build and nurture respect for individual differences and accommodate such differences insofar as possible.

- Support the personal growth and development of all employees, even if it means that they may ultimately leave to achieve their personal goals.
- Seek out opportunities to build mutually advantageous alliances and partnerships with stakeholders, as long as the goals of the organization are not compromised.
- Actively participate in and support external activities that serve to enhance the well being of the community, the state, the nation and the world.

Dismantle and abandon your ramparts, grab your bag of seed, go forth and do some good (see sidebar page 12). You'll be surprised with the positive difference you can make.

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*Russ Westcott is president of R.T. Westcott & Associates, Old Saybrook, Conn. His firm guides clients in organizational performance improvement, strategic planning, the implementation and registration of Quality Management Systems and applying lean thinking and benchmarking. He is an ASQ Fellow, Certified Quality Auditor and Certified Quality Manager. Westcott is a frequent writer, speaker and instructor on quality topics. He is co-editor of The Certified Quality Manager Handbook, The Quality Improvement Handbook, and the ASQ Certified Quality Manager Section Refresher Course. His latest book, Stepping Up To ISO 9001:2000, was published in 2003. He may be contacted by e-mail at [russwest@snet.net](mailto:russwest@snet.net).*

## QMD History

### The Quality Management Division Is Forty Nine Years Old

In 1953-54, the technical focus of ASQC was on statistical quality control (SQC) applications in repetitive manufacturing, research and product testing/development. However a few of ASQC's leaders were reporting success in applying SQC techniques in administrative areas such as insurance, banking, the U.S. Census, retailing, transportation and similar areas.

By early 1954, planning was underway to form a new division of ASQC, one that concentrated on administrative applications. There were about 30 people involved in the startup. The key leaders were Dale Lobsinger, Howard Jones, A. C. Rosander, Herman Bayer, Leslie Simon, and William Buhl. In May 1955, the charter for a new Administrative Applications Division was approved by the ASQC Board of Directors. This brought the total number of ASQC divisions to six, the other five being (in alphabetical order) Aircraft, Automotive, Chemical, Electronic, and Textile. The division held its first national conference in Chicago September 8 - 9, 1957.

The registration fee was \$15 per person.

Since Administrative Applications came first in the alphabetical list of six divisions, we were designated #1, and kept this number after the 1988 change to the name Quality Management. The officers and members of the division were the same before and after the name change, so we can accurately state that the Quality Management Division will celebrate its 50th Anniversary in May 2005.

The Quality Management Division wishes to assemble a list of people who were members of the AAD before the name change and who have maintained their memberships in our division since the name change. Anecdotes about past involvement in the division are especially sought.

**Please contact:**

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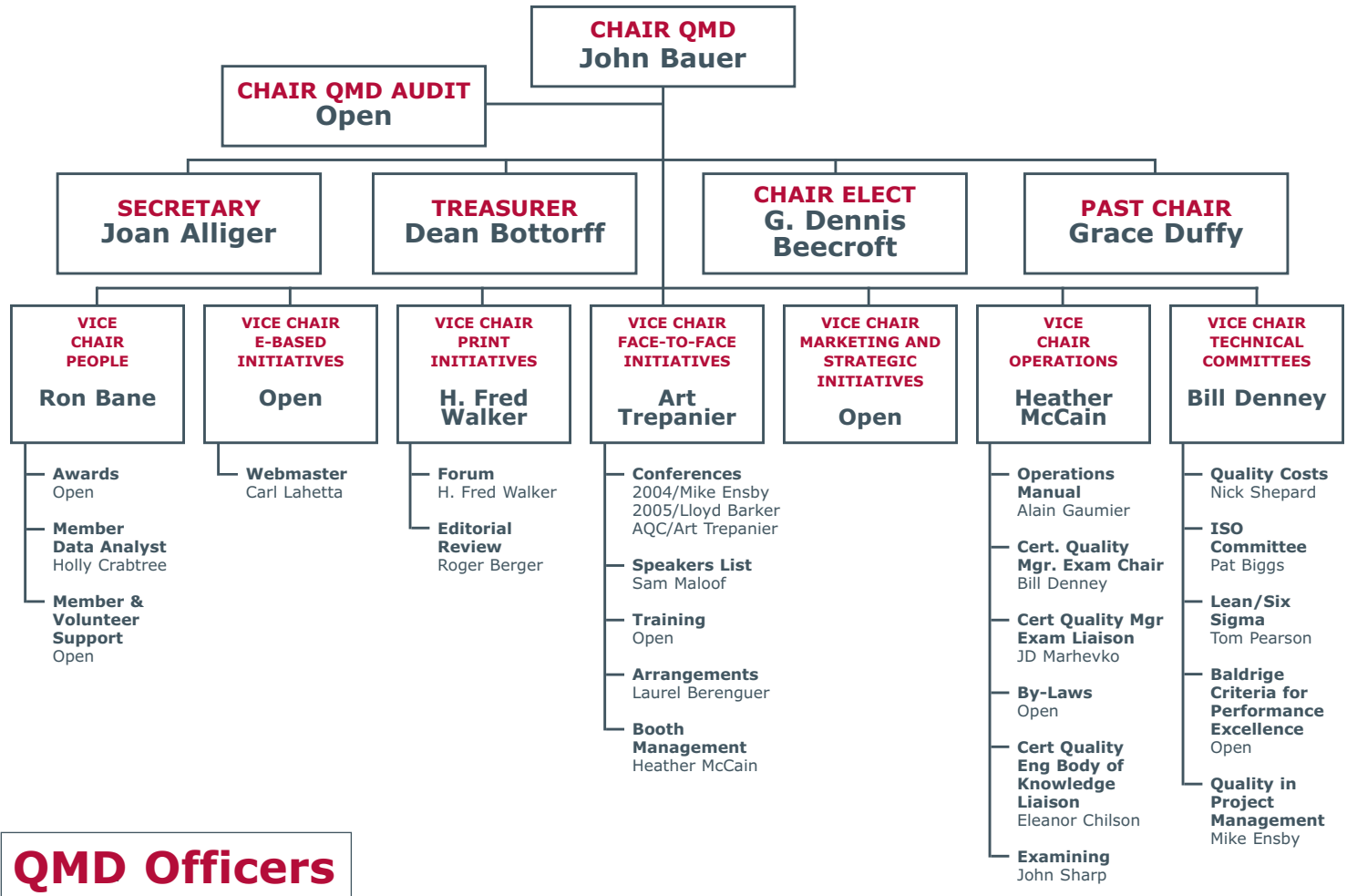
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Address all communications regarding *The Quality Management Forum*, including article submissions, to:

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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](http://www.asq-qmd.org). Articles must be received ten weeks prior to the publication date to be considered for that issue. Publication dates are the first week in January, April, July and October of each year.

The cut off dates for upcoming issues:  
Fall submissions is August 2, 2004  
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