

# Let's Talk Quality!



Worcester  
Section

EDITOR: BARBARA BUTRYM (BARBARA.BUTRYM@VERIZON.NET)

November 2009 Edition



**November Dinner Meeting**  
Thursday, November 19, 2009  
Courtyard by Marriot, Marlboro, MA  
Felton Street off of RT 20 West of I-495

5:30pm  
Pre-Dinner Topic

6:15pm  
Dinner

7:30pm  
After-Dinner Topic

Cost: \$25.00

Unemployed/Students: \$15.00

**Reservations:**

Please go to our website [www.asqworchester.org](http://www.asqworchester.org),  
call 774 854-0681 or e-mail- [tombilodeau@azz.com](mailto:tombilodeau@azz.com)

The Leadership Committee would like to apologize for the technical difficulty with the web site. Please bear with us through this difficult time as we improve the site performance

Thanksgiving is upon us, and with the current economy we cannot help but think of those having difficulty feeding their families. Please join us in contributing to the Worcester County Food-bank by bringing a non-perishable food item to our November meeting and it will be delivered to the food bank in time for Thanksgiving.

**In the spirit of giving,** bring additional items and receive a raffle ticket for each item.  
The prize will be a gift basket.



**NOTICE: The Worcester Section of the American Society for Quality purchase/refund policy:**

You may cancel your prepaid registration by email prior to noon of the Monday preceding the event and receive a credit toward admission to the following meeting. No refunds are issued and no credit toward the following meeting is made after noon of the preceding Monday because attendance/payment commitments to vendors have been finalized.

You may cancel your pay at the door registration by email prior to noon of the Monday preceding the meeting. For cancellations after noon of the Monday preceding the meeting and "no shows", an invoice for the cost of the dinner will be sent to the registrant.

## Before Dinner November

*A tour of the ASQ web site presented by Chet Kruegar*

*Discover the wonderful things you can find deep in the bowels of the website.  
What are some of the membership benefits found there?*

Solve the Mysteries within the black box called [www.asq.org](http://www.asq.org)

## After Dinner November

### **Supplier Quality Agreements—Dan O’Leary**

**Abstract:** A quality agreement is a written contract between client and supplier and is intended to prevent critical details from “falling through the cracks.” While these contracts are required by regulations and guidance, there are not clear expectations. This presentation will illustrate the content and format of quality agreements and emphasize important but often overlooked details needed to make sure each party can do what is expected/needed/wanted.

**Speaker’s Bio:** Mr. O’Leary has more than 30 years experience in quality, operations, and program management in regulated industries including aviation, defense, medical devices, and clinical labs. He has a Masters Degree in Mathematics, focusing on logic and number theory. His professional experience relates to quality, reliability, and operations management. Dan is the President of Ombu Enterprises, LLC, a company offering training and execution in Operational Excellence.

## Review of October Meeting

Once again the Marriot Courtyard was a shining star: A pleasant, comfortable room and great food.

**The before dinner topic** was a café style brainstorm/discussion of ways to improve the sections service to our members: A “Voice of the Customer” event. It was a very productive discussion and brought forth some issues we already speculated, but more importantly some great new suggestions. Once everything is compiled, we will publish the results and our plan of action.

**“Understanding Design for Six Sigma and Lean” after dinner topic** was presented by Jay Patel. As always Jay proved to be very knowledgeable about the subject. Jay discussed the difference between the main tools: Six Sigma (SS=reduce variation), Lean, (lean =Eliminate waste), and Design for Six Sigma (DFSS= innovate and Grow). DFSS has the largest impact on cost, quality, and cycle time of a product. It combines statistical design methodologies and design for manufacturing principals based on what the customer wants. Using DFSS the Cost of Poor Quality (COPQ) is lower as the design takes effect and removes non value added activities up front.

*For more information on 2009-2010 programs, please  
contact Bill Hackett at [billhackett@vpsi-ma.com](mailto:billhackett@vpsi-ma.com)*



## **WELCOME NEW MEMBERS!**



Joseph R. Arsenault  
Mark S. Bliss  
Richard Ellbeg  
Edward Glavin  
James J. Leone  
Randy J. Morin  
Donna Torrey  
Christopher Veinotte  
Robert D Webster  
Thornton D. Wheeler  
Jose I. Caballero  
Steve M. Conlon  
David A. Enman  
Laureano Gomez  
Stuart Kirshner Chmp  
Kathleen A. Mc Connell-Gleason  
Christopher M. Ott  
Sean Spooner  
Chi Tai  
Jay Whitehurst



### **Tips for New Members**

**Bring a colleague to the meeting**

**Share the newsletter with your company**

**Suggest a topic for a training event at your facility, get a free seat.**

**Reap the Benefits, Share the Successes**

**Volunteer**

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Position on the Board	Email	Phone
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## ?????????????? Quality Question of the Month ????????????????????

Well, it's time again for the questions to begin, hope you have some saved up from the summer newsletter break. Send them to me at [Barbara.butrym@verizon.net](mailto:Barbara.butrym@verizon.net). The topic is up to you. This is your column. I look forward to the input. Since I have not received a question this month I will start everyone thinking about Risk management. The powers that be want us to embrace preventive action and for some reason "we" the world just don't get it. The newest approach is risk management. Let's see if I can drum up some interest.

### **What is risk management and who does it belong to?**

All of the standards have jumped on the band wagon and are identifying risk management as a key element, some in more detail than others. This is one of those common sense things almost everyone does to some degree, but very few document well. Medical Device directives have covered this very well for some time now, but the emphasis there was risk to the user.

**"Risk is a measure of future uncertainties** in achieving program performance goals and objectives within defined cost, schedule and performance constraints. Risk can be associated with all aspects of a program (e.g., threat, technology maturity, supplier capability, design maturation, performance against plan,) or process, as these aspects relate across the Work Breakdown Structure and Integrated Master Schedule Risk addresses the potential variation in the planned approach and its expected outcome. Such variation could include positive as well as negative effects." \*

Risks have three components:

- A future root cause (yet to happen), which, if eliminated or corrected, would prevent a potential consequence from occurring,
- A probability (or likelihood) assessed at the present time of that future root cause occurring, and
- The consequence (or effect) of that future occurrence.

A future root cause is the most basic reason for the presence of a risk. Accordingly, risks should be tied to future root causes and their effects.

Risk management is the process that encompasses identification, analysis, mitigation planning, mitigation plan implementation, and tracking. Risk management should begin at the earliest stages of program planning and continue throughout the total life-cycle of the

program. This is sometimes referred to Life Cycle Management. Additionally, risk management is most effective if it is fully integrated with the program's systems engineering and program management processes. A common misconception, and program office practice, concerning risk management is to identify and track issues and then manage the consequences. This practice tends to mask true risks, and it serves to track rather than resolve or mitigate risks.

Risks should not be confused with issues. If a root cause is described in the past tense, the root cause has already occurred, and hence, it is an issue that needs to be resolved, but it is not a risk. Issue management is one of the main functions of Program Managers. An important difference between issue management and risk management is that issue management applies resources to address and resolve current issues or problems, while risk management applies resources to mitigate future potential root causes and their consequences.

The first key activity in the risk management process is Risk Identification. While in some publications "risk assessment" is used as an umbrella term that includes the primary activities of both risk identification and risk analysis.

The intent of risk identification is to answer the question "What can go wrong?" by:

- Looking at current and proposed staffing, process, design, supplier, operational employment, resources, dependencies, etc.,
- Monitoring test results especially test failures (readiness results and readiness problems for the sustainment phase),
- Reviewing potential shortfalls against expectations, and
- Analyzing negative trends.

Risk identification is the activity that examines each element of the program to identify associated root causes, begin their documentation, and set the stage for their successful management. Risk identification begins as early as possible in successful programs and continues throughout the program with regular reviews and analyses of Technical Performance

Measurements, schedule, resource data, life-cycle cost information, data/trends, progress against critical path, technical baseline maturity, safety, operational readiness, and other program information.

Clear or Clear as MUD? I know you have some questions on this stuff. Everyone does. It's uncharted waters for many of us. Let's see if we can take some of the mystery out of Risk Management and get ready for the audit to the new requirements, especially AS9100 Rev C.

\*Reference material: "Risk Management Guide for DoD acquisition" 6<sup>th</sup> edition

**Recertification Reminder**

Do You Have a Recertification Due?

Do you have more than one certification you'd like to synchronize?  
Please contact me with any questions and send me your recertification packages

Tom Murtagh  
1042B Waverly Street  
Framingham, MA 01702-8425  
Email: tmurtagh99@aol.com

## Message from the editor

Hi all,

Here we are.... a new winter season approaching. It's time to make all those changes to our life style as the cold and snow approach.

Do you ever find yourself using quality tools in your personal life? I know I do. I audit everything...drives my family nuts: All that who, what where, how and why stuff. What about Lean principals? Those of you that know me know that's not my strong suit at home....LOL. But I have adopted that at my desk at work. I've gotten so efficient I actually have time for CI projects again. Seems funny not having a mountain of STUFF at my desk, but I'm liking it. I'm amazed at the difference. It was a struggle at first, but isn't everything?

What about goals and objectives? I'm thinking of documenting mine, and calling it a "bucket list". A little late in my life to call it "what I want to do when I grow up" list. We all have goals and objectives, not always so named. Spend a few minutes defining or updating yours. It's a much easier trip when you know where you are going.

We get hard on ourselves, but when you can look back at the "plan" and where you are and if/why you strayed from the plan, you have a better view of where you have been. I firmly believe everything is a positive as long as we learned from it.

*Till next time*

*Barb*

Barbara Butrym, newsletter editor  
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**"The Funny Side"** by Roger Simmons