

Chairman's Message



Just as we can be grateful for the continuing recovery of New York City and the Metropolitan region, we can be proud of the continuing success of our section and its members. During the past year we've seen dozens of members become certified and upgraded to senior member. We organized and ran several very successful seminars and conferences. Our 55th September Conference was held, for the first time, at Madison Square Garden. We finished 2003 with another tremendously

popular Deming Conference on Applied Statistics in December at Atlantic City. To top it all off our section was awarded the prestigious "Total Quality Award" for 2002-2003, our second consecutive year.

For 2004 we have planned another ambitious program of lectures, conferences and events that are sure to bolster your educational toolkit and provide ample opportunities to meet and network with other Quality professionals. Our Annual General Section Meeting and Spouse Night is right around the corner on February 20th at Gerrino's in Hoboken. The Symposium on Deming's Analytical Papers is scheduled for February 23 & 24, at the NYC Lincoln Center Campus of Fordham University. We have a seminar on "Effective Software Development" on March 18th at the Holiday Inn in Newark.. April will be busy with a one-day seminar on ISO 14000 at the MTA headquarters at 2 Broadway, NYC, on April 14th, and the NJ Pharmaceutical Dinner Meeting on April 15 at the Spanish Tavern in Newark. In May, Mr. Joseph DeFeo, the President & CEO of the Juran Institute will speak at Murano's Ristorante (207 W 36th St) in NYC.

Our September Conference Planning Committee is in full swing and all are welcomed to participate. Their meetings are held every third Wednesday, of the month, alternating between 1 Penn Plaza or 2 Broadway, NYC. Our Executive Committee Meetings are held the second Tuesday of every month and are benchmarked by other sections. Come find out why.

None of this would be possible without the incredible dedication and commitment of our Executive Committee, I am truly grateful for all they do. You too can be a part of the process that makes our section so successful. What an asset it could be for you to include in your list of accomplishments; certifications, training and leadership positions on our Executive Board. I hope to see you soon, for more information on all our events please see our website at www.metro-asq.org.

Andy Frohn, Chair

Spring 2004

Congratulations

To the following members for their new status:

Certified Software Quality Engineer

Salierno, Teresa Ann

Certified Quality Improvement Associate

Claudio F, Antonio De Andrade

Coulter, Glenda Ann

Weber, Daniel

Certified Quality Engineer

Howell, Robertha Caroline

Larocco, Corie Lynn

Certified Quality Auditor

Drago, Fabian

Heim, Nicole Margaret

Sharma, Mohan

Soules, Raymond L.

Certified Six Sigma Black Belt

Chimezie-Johns, Ike

Sundararajan, K.

Certified Quality Manager

Burton, Adrienne C.

Rathi, Manish Ramesh

New Senior Members

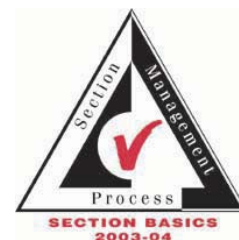
Tomik, John W.

Sener, Bulent

New Sustaining Members

Michael C. Fina Company

Pershing LLC



Editorial: The Confusion about



Quality

Recently some of my students questioned why costs decrease as quality is improved? They immediately started to discuss how this could be. Doesn't increased quality mean more cost? These students struggled with the same

concept that has buffalooed Senior Management at many corporations. The reason is that we use the word "Quality" in two different ways: as an adjective and as a noun.

As an adjective, "quality" refers to features possessed by a product or service. When one says that Honda's luxury car, Accura, has more quality than Honda's Accord automobile, they are talking about features. When one says that both Honda automobiles are quality cars, one talks about how well the features perform. Both levels of quality are important.

The use of quality as an adjective to denote features is what makes one item more attractive to buyers than another. However, buyers expect that all of the features that they buy will work as advertised. When the features do not work buyers are very disappointed.

The additional features usually cost more money. Hence, if one equates quality with features, adding quality costs more.

Performance is another matter entirely: Failure to perform costs money in remediation, out-of-pocket expense, loss of sales, etc. In addition, when poor quality is detected and repaired before the item gets to the customer, the cost of repair can be saved by improving quality.

Our profession is about performance, the on time delivery of product or service that does what it is supposed to do. The more we achieve 100% performance (through improving the quality) the more we contribute to the profit of the organization.

E-mail, Change of Address, etc.

From time to time we notify the membership of upcoming events and changes by e-mail when the lead time is too short to use regular mail. If you have not given your current e-mail address to Milwaukee headquarters or have withdrawn permission for its use, you will not receive these notifications. To give your e-mail address to headquarters or permit us to use this address, call 1-800-248-1946 and give the changes to the customer representative that answers the telephone.

If you have changed your job, or address, or name, or e-mail, call 1-800-248-1946. We use the latest files from ASQ in Milwaukee for our mailings. This is the only way we can reach you. Please help to keep your record current.

Wanted Committee Members

Join your fellow members in helping the Society and the NY/NJ Metropolitan Section fulfill its aim "The purpose of the NY/NJ Metropolitan Section of the American Society for Quality is the accumulation and diffusion of knowledge leading to quality." Meetings are generally held on the second Tuesday of the month at a local restaurant. The advantage of participation is being up-to-date on the state of the art in quality, networking with peers, and contributing to our discipline.

For more information contact Andy Frohn by E-mail at afrohn@lirr.org or telephone at 718-558-3870.

Invitation

Come and join other Quality Professionals at our Executive Committee Meetings the next three meetings are shown below:

| TIME | DATE | LOCATION |
|----------------------|---------|---|
| 6:00pm-8:30pm NYC | 3/9/04 | Murano, Ristorante, 207W 36 th St. |
| 6:00pm-8:30pm | 4/13/04 | Spanish Tavern, Newark, N.J. |
| 6:00pm-8:30pm NYC | 5/11/04 | Murano, Ristorante, 207W 36 th St. |

Which Path to Quality?

W. J. Latzko, Ph.D.

Latzko@att.net

[Editor's note: The following is an abstract of a paper that was too long to publish in full. For the complete paper see our web site at www.asq-metro.org]

In the last few years a number of methods have caught the fancy of American Management under the guise of quality or quality improvement. Some of these have little if anything to do with quality. However, because quality hacks have touted these fads and some firms have accepted them, they have become associated with the management style that obtains quality. Unfortunately, several of these methods have no direct relationship to quality so failed to help quality. These fads and all quality practitioners got a black eye from their use, or better, abuse of methods to achieve quality. In this paper, we examine some of the past and current fads as well as methods that do get results.

There are three classes of methods that appear and/or recur from time to time. These are

- Methods partially or not at all related to quality,
- Static methods, and
- Dynamic methods.

The paper examines each method and discusses briefly why it is classified in one or another of the three classes.

Methods partially or not at all related to quality

There are a number of methods that some push as related to quality. Although some of these methods have value in other areas their relationship to quality usually is tenuous at best. Among these methods recently seen touted are

- ◆ Misuse of Quality Control Circles
- ◆ Shingo's Method of SMED
- ◆ Just in Time
- ◆ Balance Scorecard
- ◆ Benchmarking
- ◆ Re-engineering
- ◆ Static Quality Methods

There are a number of methods of quality that are static. These methods rely on procedures and inspection of outcomes. They are basically the awards, procedural and inspection methods:

- ◆ Malcolm Baldrige National Quality Award
- ◆ European Quality Award
- ◆ ISO 9001:2000 (and its subsets)

While these methods look at the issues associated with quality, they normally operate on the outcome of a process rather than on the process itself. In that sense, they accept the process and thus are static. Their purpose is to determine the state of art of an operation and to certify that the operators are following procedures with rigor. That is what I consider a static approach. The approach does not require that quality be *improved*, merely that it be *maintained*. The quality level can be obtained in such award systems and procedures by removing non-conforming items. While this may give an acceptable quality level, it is a costly way of doing business and does little if anything for the customer's needs.

Dynamic Quality Models

There are three models that bear an interrelationship since each uses all or part of the other. They all rely more or less on Shewhart's work some 80 years ago. They all depend more or less on statistical thinking. Because most people do not know the difference between statistical thinking and statistics, they are afraid of what they see as an arcane method. Perhaps the fear is grounded in the notion that they may not have the same competence in this area as they have in management. In fact, any fear is groundless. The methods are based on managements principles derived from logic (hence statistical thinking) and proven problem-solving methods. The writer identifies the three models as:

- ◆ Continual Improvement
- ◆ Problem Solving
- ◆ Six-Sigma

Nominations for 2004-2005

By Satish Laroia,
Chair Nominating Committee

The following are the recommended officers for the
Year 2004-05:

| | |
|-------------|------------------|
| CHAIR | Susan K. Watson |
| CHAIR-ELECT | Joseph G. Borden |
| VICE CHAIR | Dak Murthy |
| SECRETARY | Ruth Pennoyer |
| TREASURER | Tom Barlow |

2003-2004 Event Calendar

| <u>TIME</u> | <u>DATE</u> | <u>TOPIC</u> | <u>LOCATION</u> |
|----------------|---------------------|---|--------------------|
| All Day | 2/23/04 -2/24/04 | Symposium on Deming's Analytical Papers | Fordham NY City |
| 6:00pm-9:30pm | 2/20/04 | General Section Meeting & Spouse Night | Hoboken NJ |
| 8:00am-4:00pm | 3/18/04 | Effective Software Development Robert Benjamin | Newark, NJ |
| 8:00am-4:00pm | 4/15/04 | Environmental Requirements - ISO 14000 A. J. Singh - NY City Transit | NYC NYC |
| 6:00pm-8:30pm | 4/15/04 | NJ Pharmaceutical Dinner Meeting | Mountainside NJ |
| 11:00am-2:00pm | 5/05/04 | Joseph A DeFeo, President & CEO Juran Institute | NYC |
| 6:30pm-8:30pm | 6/25/04 | Annual Awards Dinner | NYC |

For Details go to our web site at www.metro-asq.org

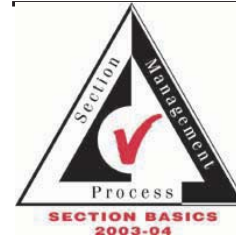
Spring 2004



NY/NJ Metropolitan Section
c/o Dr. W. J. Latzko, Editor
215 - 79th Street
North Bergen, NJ 07047-5727

Section Contacts

| | | |
|--------------------|--|--------------|
| Chair | A.W. Frohn | 718-558-3870 |
| Past Chair | S. K. Jones | 917-806-0285 |
| Chair-elect | S. K. Watson | 718-558-3881 |
| Vice Chair | J. G. Borden | 646-252-3940 |
| Vice Chair | D. K. Murthy | 201-955-5783 |
| Secretary | R. Pennoyer | 973-325-7592 |
| Treasurer | J. Paperman | 516-293-0949 |
| At Large | R.A. Ferretti | 212-672-1222 |
| Audit | E. Warner | 908-820-6988 |
| Arrangement | S. K. Laroia | 732-549-7539 |
| Education | L. Pasteelnick | 973-895-3523 |
| Examining | W. I. Martin | 718-631-2375 |
| Koality Kid | W. Werner | 973-627-2450 |
| Membership | D. K. Murthy | 201-955-5783 |
| NEQC Del. | L. Pasteelnick | 973-895-3523 |
| Nominating | S. Laroia | 732-549-7539 |
| Newsletter | W. J. Latzko | 201-868-5338 |
| | E-mail: latzko@worldnet.att.net | |
| Program | R.A. Ferretti | 212-672-1222 |
| | S. Laroia | 732-549-7539 |
| Registrar | W. I. Martin | 718-631-2375 |
| | E-mail: wim-cms@att.net | |
| SMP Coord | S. K. Watson | 718-558-3881 |



page 4

NONPROFIT
U.S. POSTAGE
PAID
WESTFIELD, NJ
PERMIT #9

Newsletter
Time Sensitive and Dated Material