

December '99



*No meeting
this month!*



We wish you and yours
A Merry Christmas
A Happy Hanukkah
and
A Happy New Millennium!

Ho
Ho
Ho

Our next Section meeting
will be on Thursday
January 20, 2000

Contact ASQ Section 0702 at
877-SGV-0702

Gabriel's Horn

THE OFFICIAL NEWSLETTER OF THE SAN GABRIEL VALLEY SECTION - 0702
<http://www.asq702.org>

FROM THE TREASURER - LOUISE DEFFENBAUGH

This is the second in a series of quarterly articles from the elected officers of your Section.

My name is Louise Deffenbaugh; I hold the elected position of Treasurer. After attending membership dinner meetings for about 18 months and several board meetings, I agreed to be nominated and elected to the job of Section Treasurer.

You may have noticed me at the table near the entrance collecting dinner money and handing our attendance receipts. I agreed to do this task on several occasions in the past year to assist Anthony Iacobacci, who was Treasurer at the time. I soon found out that I was receiving very valuable training for my present position.

I've found this position to be very rewarding beyond my expectations. Relative to

my specific position, I've learned a very valuable skill in taking care of the books for the Section. I've also been able to network with some of the most interesting and dynamic Quality professionals in the area. I've become much more informed about the very latest innovations in the Quality movement in the workplace, thanks to the quality and variety of speakers at the monthly dinner meetings. And last but not least, I can't say enough about the great experience of working with the rest of the board and learning from them.

The job of Treasurer requires approximately 7 or 8 hours per month of service. It consists of at least one year of service starting with the fiscal year beginning July 1. The Treasurer has an equal voice and vote at all board meetings. Attendance at each monthly board meeting and membership dinner meeting is a must, in addition to

taking care of the books for the Section.

In addition to the collection and accounting of dinner receipts, I assist in the sale of raffle tickets at the dinners and provide receipts for CQE re-certification credits. Some behind-the-scenes work must take place in order to fully perform the duties of Treasurer. After an audit is performed on the books from the previous fiscal year, those books are turned over to the new Treasurer. At the next board meeting, each board member presents a projected budget to the Treasurer for the new fiscal year. A "Quick Books" PC program is provided through the Section with full instructions from the outgoing Treasurer. The program is used to keep track of Accounts Receivable and Payable, all

cont'd on page 3 . . .

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GABRIEL'S HORN PUBLICATION

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Articles, advertising, photographs, and letters should be addressed to the editor.

DEADLINE: THE 25TH OF THE PRECEDING MONTH (OR 35 DAYS IN ADVANCE).

San Gabriel Valley Section 0702 October 15, 1999, Membership Meeting Recap By Azza Elattar, Ph.D.

Before dinner, **Marilyn Sweet**, Executive Director at the Center for Economic Development and Continuing Education at West Los Angeles College in Culver City, discussed the need for change, the types of change, how to manage change and how to adapt it to new challenges in the new millennium.

After dinner we had a panel discussion about handling change and maintaining the highest performance to your business.

The highlighted points/recommendations in Marilyn Sweet's presentation were:

- Types of change:
 1. Incremental Change: where the strategy and the structure of the business remain the same, while the existing practice/procedures change. It is necessary all the time to survive the competitive world; e.g., performing Kaizen, continuous improvement, etc.
 2. Transformational Change: where everything changes; a complex change driven by outside forces, examples:
 - (1) The major US automakers did not consider changing until all three were on the ropes, tens of thousands of workers had lost their jobs and where finally, the government was forced to rescue Chrysler from bankruptcy.
 - (2) Xerox did not respond until they had lost half their market share to the Japanese. Many brilliant, respected, and well-known Executives were let go because they were unresponsive to the need for change.
- The major barrier to recognizing the need for change; most people believe change is mysterious and random. Change, however, occurs in predictable cycles. Predictable pattern "S shape"; industry by industry, where industries evolve over time in predictable pattern. Change is needed to take place and proactively make

changes early in the change cycle.

- The need to recognize and manage both types of change simultaneously, it is most important dynamic of change for a successful business.
- How to obtain capital, and acquire capital and resources to make change happen.

Marilyn Sweet offer customized training and consulting packages; affordable on-site training is available to all companies. Area of training (also available in Spanish) including, how to recognize and manage both types of change, methods of change cycle, how to create action plan and position your business for on-going growth, TQM, SPC, Office Automation, Customer Service, Team Building, Lean Manufacturing, and many more.

Examples of companies Marilyn worked with and took proactive approach to change are:

1. Northrop Grumman (525 trainees, increased sales and reduced cost on the F18 fighter plane).
2. Magnet Sales (job shop, 19 trainees, employees become more career oriented, team oriented and see the difference they make to the success of the company).
3. Photo Sciences (Semiconductor Manufacturing, 18 trainees, transition from a functional to a horizontal team-based organization, which inspired changes that dramatically increased profitability).

It was terrific to have **Gary Hengeveld**, Vice President, *Inland Technologies* and **Steve Stephano**, President, *Joico Laboratories* to tell us about changes in their organizations and how they have been managing change.

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... cont'd from page 2

From The Treasurer

bank account activity, and for issuing budget status reports for all Section Officers. At the end of the fiscal year, certain reports are then turned over to the national headquarters for ASQ for their records and tax-filing purposes.

Section income is derived from several sources: membership dues; dinner meetings; raffle tickets; workshops; conferences and certificate courses. This income is used to pay for the monthly newsletter, website, answering service, and for setting up conferences,

workshops and classes.

As you can see from prior newsletter articles, the attendance at our monthly dinner meetings has been dropping. Our Section is in serious danger of becoming financially insolvent before long, if this trend continues. Please give your input to any of the board members along with a submittal of your own ideas as to what is the cause of all this and what we can do together to gain lasting interest and regular attendance.



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COMING EVENTS 1999

MONTHLY SECTION MEETINGS

Dec 99 **NO MEETING SCHEDULED**

Jan 2000 **TBA**

Note: *Topics and Speakers are subject to change*

**For
Reservations & Information
for
San Gabriel Valley Section
Call
877-SGV-0702**

CERTIFICATION/EXAMINATION

	Application Date	Exam Date
CQE / CQA / CSQE	Past	Dec 4, 1999
CQT / CMI / CRE / CQ Mgr	Jan. 7. 2000	Mar. 4, 2000
CQE / CQA / CSQE	Apr. 7. 2000	Jun. 3, 2000
CQT / CMI / CRE / CQ Mgr	Aug. 25. 2000	Oct. 21, 2000
CQE / CQA / CSQE	Oct. 13. 2000	Dec. 2, 2000

COURSES / CONFERENCES & SEMINARS

For other Refresher Course information contact: San Gabriel Valley Section - Bea Ng at 626-285-3620
 Inland Empire Section - Pam Locatel at 909-683-7243, Los Angeles Section - Carl Moore at 310-900-2344,
 or call ASQ Headquarters at 800-248-1946 for other Sections.



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Size	1 Issue	Yearly
Business Cards	\$ 20	\$ 200
1/4 Page	\$ 45	\$ 450
1/2 Page	\$ 85	\$ 850
Full Page	\$ 150	\$ 1500
Inserts	\$ 100	\$ 1000

Gabriel's Horn currently reaches approximately 600 Quality Professionals in Southern California each month.

If you are not currently an ASQ member of Section 0702, a subscription to *Gabriel's Horn* is available for \$14 per year.

For additional information or to place an ad, please contact:

Ron Rudolph @ 909-464-1520
(Email: horneditor@aol.com)

or leave a message with our answering service
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WANTED! QUALITY RELATED BOOKS AND PUBLICATIONS

As we continue to upgrade and expand our collection of books and publications at the San Dimas Public Library, we also continue to ask for your tax deductible donations to help us in our effort. If you have a donation or would simply like a current list of materials available, call ASQ, Section 0702 at 800-317-4147 and leave your name, phone number, and a brief statement . . . we'll get back to you as soon as possible.



Remember . . . the San Dimas Library is located at 145 N. Walnut Avenue in San Dimas. For information call 909-599-6738 and for Reference/Circulation call 909-599-0060. Current library hours are as follows:

Tuesday 12:00 noon - 8:00 pm
Wednesday, Thursday 1:00pm - 8:00 pm
Friday, Saturday 10:00 am - 5:00 pm
Sunday, Monday Closed

WEB ON!

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HELP!

Your Section is in constant need of instruction and test sites for our workshops, refresher course and examination testing. Does your company have a conference room or similar space they could make available to Section 0702 for our educational needs? An inquiry on your part would greatly help your Section and its Members. Contact **Dan Curtis**, Section Chair or leave a message with our phone service. You have an opportunity to render a great service to your Section. A "special thank you" will be printed in *Gabriel's Horn* to you and your company for your effort and generosity.

BE PRO-ACTIVE!

If you are moving, changing your mailing address, or changing jobs, please contact the national office of ASQ @ 800-248-1946 and let them know. doing this as soon as possible is the only way to keep your mailing labels current for *Gabriel's Horn*. Your Newsletter Editor receives pre-printed labels and is unable to alter membership information.

WELCOME

As members, you are invited to attend our Board meeting on the first Monday of the month. Meet your Section Officers and see how we work to get you good programs.

RADICAL THINKING?**Annual Defect Budget Statements?**

Ten-fifteen years ago I heard the anecdotes touting Japanese quality. An American company had ordered some parts from a Japanese company and agreed to accept 5% defectives. When the shipment was received, there were two separate cartons - one with the 95% good parts, the other with the 5% defective parts. The Japanese could never understand why the American company wanted 5% defective parts!

Since that time I have attained two additional graduate degrees, worked at a couple of companies and put in many years as a management consultant. During these years I have been exposed to financial budgeting concepts. I also learned that at many institutions, one had to spend the budget - otherwise less would be allocated during the next budgeting period. The concept was stretched when used for environmental emissions - if a company came in lower than its assigned allowance/budget, it could sell its excess allowance to another company that had higher emissions.

Time moved on and I became more familiar with quality concepts. Defects per million parts was introduced and Motorola

and Allied Signal introduced six-sigma concepts - setting new benchmarks in industry.

Now it all started coming full circle. As we started to use cross-functional teams and benchmarking best industry practices, we were able to take successful concepts from one industry to another, from one discipline to another. Until it came to defects and to budgeting.

Why not budget defects? The concept is not entirely new - we are all familiar with the term 'zero defect', although not many believe it can be achieved. Six-sigma has come closer to it: 3.4 defects per million parts. Is that not the same as defect budgeting?

Six-sigma says that we cannot produce more than 3.4 defects per million parts. Of course, if your customer is more considerate and is willing to accept a few more defects, more power to you - it may really be more expensive for you in the long run.

Either way, it provides you with a defect budget but your defects have been budgeted by your customer. Working backward

from here through your various processes, you can decide how to design your processes and products to ensure that you meet your defect budget.

If we were to really follow this process, quality might yet make it to the boardroom. Currently all the budgeting we see is the financial budget and that is also the focus of our annual statements. Perhaps it is time to change and do annual defect budgets in these same statements!

Defect budgeting - radical thinking? Not really!



Akhilesh Gulati

Past Chair and Senior Member of the American Society for Quality, San Gabriel Valley Section. Partner with PIVOT, a management consulting firm specializing in implementing Total Quality Change Strategies and ISO 9000, building on a foundation of quality. Has taught courses in Manufacturing Excellence, Information Technology, and Benchmarking & Reengineering at UCLA Extension. He may be reached at 877-pivot-mc. Web site: <http://www.pivotmc.com>

EXECUTIVE COMMITTEE, AN OPEN INVITATION . . .

We extend an open invitation to all Section 0702 Members to get involved with your Section's Management. We all have something to contribute, no matter how busy our schedules. Your Executive Committee has several openings . . . and you just might be the perfect candidate for the following position: **Program & Speakers, Examining, Arrangements and Advertising**.

And as always, attending a Board Meeting is not a commitment to becoming an active Board Member. We still meet on the first Monday of each month (except holidays) in which case we will meet on the second Monday. The meetings start at 6 pm and remember . . . dinner is on us! If you're interested or even the least bit curious, then please call **Dan Curtis**, our Section Chair at **310-331-1814** or leave a message on our service at **800-317-4147**. So pick up the phone and give us a call . . . you'll be glad you did!

Upcoming meeting will be held on Monday, December 6th

Our Board meeting location is at **MARIE CALLENDAR'S**, 3117 East Garvey Avenue North, West Covina. Take Barranca exit north off the San Bernardino (10) Freeway . . . just look for "RESTAURANT ROW".



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