



# The Variant

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Section 1510 / 1515

October 2004

## Inside this issue:

Certification Classes.....	2
Seminar News.....	3
Section 1510 Monthly Meeting Speaker Details.....	4
ASQ Career Information.....	5
ASQ Six Sigma Forum.....	6, 7
Section 1510 Monthly Meeting Agenda.....	8

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**Section 1510 Website  
has been redesigned and up-  
dated.**

**Please visit  
Section 1510 website**

**www.asqsefla.org**

**View all the latest Section infor-  
mation Register for classes and  
Section Dinner Meetings**

**Link to**

**www.ASQ.org**

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**Section 1515 Website**

**is**

**www.ASQqualitypalmbeach.org**

## Message from the Section 1510 Chair by Bonnie Eifert

The holidays are here and I would like to wish you and yours a wonderful holiday season and a peaceful and happy new year.

As we look ahead to the coming year, we have two activities that need your support. The first is the Quality Practioner Award. Do you know someone who makes a difference in quality? Organizations rely on the skill and ability of the quality professional to promote the kind of practices that result in the efficiency and effectiveness that drives profitability. The Quality Practioner award recognizes the unique contribution made by quality professionals to further the quality profession through recognition, reward and promotion. Applications are available on our website. Go to www.asqsefla.org and look for Quality Practioner on the left side of the screen. Application deadline is Dec 1<sup>st</sup>. The award is given each year at the Performance Excellence Showcase which brings us to our second major activity in the second half of our year.

This will be the first year that ASQ Section 1510 is hosting the Performance Excellence Showcase with the South Florida Manufacturer's Association. The event showcases the successful improvement efforts within companies located in South Florida. The Showcase will be held on Feb 3, 2005 at the Signature Grand in Davie. This is the largest event in South Florida totally

dedicated to performance excellence and quality.

There are many ways you can support the Showcase. The deadline to participate in the team improvement project competition is Dec 1 but groups can still showcase their improvement projects in storyboards. Deadline to submit your intent for a storyboard is Jan 17<sup>th</sup>. The event also provides companies an opportunity to have their name/logo directly linked to high performance through Showcase sponsorship. As an individual, you can support your Showcase by attending. Tickets become available in December and will include not only the Showcase but short courses on hot topics. As an added bonus, recertification credits will be available for attendees. More information is available about the Showcase on line at www.powerfour.org or through the Quality Practioner link on our website.

Our dinner meeting in November was a huge success and honored Dr. Howard Gitlow on his election as an ASQ Fellow. This month our meeting will focus on customer loyalty, retention and service quality and will feature Roderick Lloyd. Remember, you must register by the deadline to have your choice of a dinner meal. Hope to see you there.

Have a happy, safe and healthy holiday season.

### Section 1510 Mission

*To foster a dynamic environment that will:*

- *Enable section members to network with peers*
- *Provide seminars and courses on the latest quality related tools and topics to facilitate their implementation in the manufacturing and service industries*
- *Lead section members into developing their potential through ASQ certification*

## CLASSES

If you are thinking of taking a class please sign up on our web page at [www.asqsefla.org](http://www.asqsefla.org). If you have a question regarding registration or course site, you can call Amarilis Acosta at 305-380-3592 or email her at [Amarilis.Acosta@coulter.com](mailto:Amarilis.Acosta@coulter.com). If you have a question regarding course content, textbooks or ASQ certification, contact Eleanor Chilson at 954-986-3284. Please sign up at least three weeks before the scheduled start of class so that we can assure that you have a textbook at the first session. Any classes for which we do not register a minimum of five students will be cancelled.

### All Certification Classes Are Refresher Classes

<b>Certified Quality Engineer (CQE) - 3.0 CEUs</b> Fee: \$350.00 - Includes textbook and materials. When: Mondays - Beginning March, 2005 for 10 sessions Time: 5:30 p.m. to 8:30 p.m. Where: TBD Instructor: Andy Vouloukos - CQE, CRE	<b>Certified Software Quality Engineer (CSQE) - 2.4 CEUs</b> Fee: \$275.00 - Includes textbook and materials. When: Wednesdays - Beginning April, 2005 for 8 sessions Time: 6:00 p.m. to 9:00 p.m. Where: TBD Instructor: Mercedes Massana - CSQE, CQA
<b>Certified Quality Auditor (CQA) - 2.7 CEUs</b> Fee: \$275.00 - Includes textbook and materials. When: Mondays - Beginning April, 2005 for 9 sessions Time: 6:00 p.m. to 9:00 p.m. Where: TBD Instructor: Eleanor Chilson - CQE, CQMa, CQA, CQIA	<b>Certified Quality Improvement Associate (CQIA) -2.4 CEUs</b> Fee: \$275.00 - Includes textbook and materials. When: Wednesdays - Beginning April, 2005 for 8 sessions Time: 5:30 p.m. to 8:30 p.m. Where: Beckman Coulter Corporation - Hialeah Instructor: Kannan Krishnan - CQE, CQMa, CQA, CQIA
<b>Certified Quality Technician (CQT) - 2.7 CEUs</b> Fee: \$300.00 - Includes textbook and materials When: January, 2005 Time: 5:30 p.m. to 8:30 p.m. Where: Boston Scientific, Doral Instructor: Eleanor Chilson/Andy Vouloukos	<b>Certified Quality Manager (CQMa) - 2.7 CEUs</b> Fee: \$350.00 - Includes textbook and materials When: Beginning January, 2005 for 9 sessions Time: 5:30 p.m. to 8:30 p.m. Where: TBD Instructor: Kannan Krishnan - CQE, CQA, CQMa, CQIA
<b>Certified Mechanical Inspector (CMI) - 2.4 CEUs</b> Fee: \$275.00 - Includes textbook and materials. When: January, 2005 for 8 sessions Time: 6:00 p.m. to 9:00 p.m. Where: TBD Instructor: Eleanor Chilson - CQE, CQMa, CQA, CQIA	<b>Certified Reliability Engineer (CRE) - 3.0 CEUs</b> Fee: \$350.00 - Includes textbook and materials When: TBD Time: 6:00 p.m. to 9:00 p.m. Where: TBD Instructor: Andy Vouloukos - CQE, CRE
<b>Blueprint Reading (BPR) -2.4 CEUs</b> Fee: \$275.00 - Includes textbook and materials. When: TBD - 8 sessions Time: 5:30 p.m. to 8:30 p.m. Where: TBD Instructor: Eleanor Chilson - CQE, CQMa, CQA, CQIA	<b>Certified Calibration Technician (CCT) - 2.4 CEUs</b> Fee: \$275.00 - Includes textbook and materials When: Beginning April, 2005 Time: 5:30 p.m. to 8:30 p.m. Where: TBD Instructor: Fred King - CCT
<b>Design of Experiments (DOE) - 3.0 CEUs</b> Fee: \$300.00 When: TBD Time: TBD Where: TBD Instructor: Robert Pintavalle- CQMa, CQE, CQA	<b>Internal Auditing for Quality Systems (IA) - 1.0 CEUs</b> Fee: \$175.00 Includes breakfast, lunch, snack, handouts and materials When: TBD Time: 8:30 am to 5:00 pm Where: TBD Instructor: Kannan Krishnan - CQE, CQA, CQMa, CQIA

**Additional classes may become available as the year progresses. Watch this space or log on to [www.asqsefla.org](http://www.asqsefla.org) for the latest schedule.**

**Note: Once you have registered for a class, any cancellation less than seven days before the class starting date will result in a fee of \$100.00**

#### Certification Dates

##### CQE/CQA/CSQE/CQIA/CCT

<i>Application Deadline</i>	<i>Exam Date</i>
April 1, 2005	June 4, 2005
October 7, 2005	December 3, 2005

##### CRE/CQT/CQMa/CMI

##### CQA -Biomedical, CQA-HACCP, Six Sigma Black Belt

<i>Application Deadline</i>	<i>Exam Date</i>
January 7, 2005	March 5, 2005
October 7, 2005	December 3, 2005

**See ASQ Website for Fee changes and to confirm dates:**

[http://www.asq.org/portal/page?\\_pageid=33,32429,33\\_32570&\\_dad=portal&\\_schema=PORTAL](http://www.asq.org/portal/page?_pageid=33,32429,33_32570&_dad=portal&_schema=PORTAL)

**ADVISORY ANNOUNCEMENT**

CQSDI 2005 – CONFERENCE ON QUALITY IN THE SPACE AND DEFENSE INDUSTRIES

MARCH 21-22, 2005 • CAPE CANAVERAL, FLORIDA

Cape Canaveral, Florida -- The 13<sup>th</sup> Annual Conference on Quality in the Space and Defense Industries has been extended to two full days and will be held March 21-22, 2005, at the Radisson At The Port Hotel & Conference Center in Cape Canaveral, Florida, near the Kennedy Space Center. "Strategies for Mission Success" is the conference theme.

The CQSDI will address three major tracks of the product and program life cycle: Design, Build, and Sustain. In turn, each track will include keynote and featured speakers, panel presentations, and in-depth concurrent breakouts. In addition, there will be resource exhibitors selected to supplement the program content.

*The 2005 CQSDI is sponsored by the Aviation, Space & Defense Division, American Society for Quality and is supported by NASA, DCMA, DoD and ASQ Region 15. The conference will be guided by three chairs, Mr. Frank Culbertson, senior vice president of SAIC, Mr. Robert W. Schmitt, executive director of contract management operations, Defense Contract Management Agency, and Larry Tucci, division chief, Kennedy Space Center.*

Up-to-date, as well as additional information regarding speakers, panelists, exhibitors, and sessions can be found by monitoring the conference web site: [<http://www.asdnet.org/cqsd1>] or you may contact the conference management office, sg Meeting and Marketing Services, by phone (254) 776-3550, send a fax to (254) 776-3767, or send an e-mail message to [lesl@sgmeet.com](mailto:lesl@sgmeet.com). **Contact:** Conference Program Chair.

**Root Cause Analysis Two Day Workshop – February 9-10, 2005**

ASQ 1515 is proud to team up with Reliability Center, Inc. to bring to ASQ members and guests a two-day workshop on Root Cause Analysis at a fraction of the normal cost.

Operations and Quality Professionals spend too much of their time putting out fires – administering “quick fixes” to the recurring problems that arise every day. But did you know that most of these chronic failures of equipment and systems are mostly avoidable?

RCA has become a useful set of tools, not only in manufacturing, but in the healthcare, and service industries. The R.C.I. Root Cause Failure Analysis Methods™ is a proven way of identifying, investigating and eliminating chronic failures, and it has the potential to save millions of dollars in errors, defects, repair and downtime costs.

The workshop will teach how to conduct the drill- down procedures to arrive at the root cause by using hands-on exercises. Classroom exercises will be conducted manually (no software needed). Participants are highly encouraged to bring one or several problems to work on during the workshop. Team enrollment is encouraged.

**Time:** February 9- 10, 2005 8:30 a.m.- 5:00 p.m. **Place:** Boca Raton area.

**Cost:** \$425 each; \$375 each for company teams of 5 or more participants

**RSVP or questions:** Enrique Bekerman ASQ 1515 Education Chair 954-856-8810 or emb109@aol.com

American Society for Quality  
Southeast Florida Section 1510

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**\$5 COUPON**

**Bring a non-member to a dinner meeting**

Meeting Date: \_\_\_\_\_  
Guest Name: \_\_\_\_\_  
Address: \_\_\_\_\_  
Phone: \_\_\_\_\_ Email: \_\_\_\_\_  
Member Name: \_\_\_\_\_

## Section 1510 December Dinner Meeting: Speaker, Roderick Lloyd

**Experience Summary** Roderick Lloyd brings more than 25 years of international experience in the field of corporate planning and restructuring backed by a strong banking background. His vision is to provide a niche crisis management service for business and professional advisors that brings resolution to all categories of corporate debt in an unusually short time frame. This unique concept has now been firmly established by Lloyd, Benton & Taylor, LLC for over 10 years.

**Presentation Title** Customer Loyalty, Retention, and Service Quality.

Roderick Lloyd's background includes:  
More than 25 years of international experience in the field of corporate planning

Mr. Lloyd holds a GCE Economics (Oxford & Cambridge), and AIB (1) from the Institute of Bankers, London.

Roderick Lloyd is a member of the Turnaround Management Association and an Associate of The American Arbitration Association. He is also President of a Non-Profit Corporation which is active in his community.

His diverse experience covers US and European public and privately held corporations in all categories of industry, with particular focus on companies in the Telecommunications, Transport, Health, Retail and Manufacturing sectors.

He was instrumental in developing the company's Financial Management Program which became a benchmark for business planning both in the United Kingdom and later in the United States.

Roderick Lloyd began his career with Lloyds Bank, PLC, in London, the bank that was originally founded by his family. Subsequently, he had 14 years as a founding member of Allied Dunbar, PLC, London, which quickly grew to become one of Europe's largest and most successful financial services groups.

## Section 1510 Upcoming Dinner Meeting Topic and Agendas

<u>Date</u>	<u>Speaker</u>	<u>Topic/Agenda</u>
January 11, 2005	Speaker Bryce Carson	ISO 9001:2000: A New paradigm for Healthcare
February 8, 2005	Angel Canete Vice President Manufacturing	Plant Tour - Sonny's The Car Wash Factory
March 8, 2005	Lincoln Forbes	Construction Productivity (and Quality)
April 12, 2005	Dr. Greg McLaughlin	Six Sigma - Voice of The Customer, Satisfaction Measurement; Knowledge Management
May 10, 2005	Ellen Liston Assistant City Manager City of Coral Springs	City of Coral Springs Receives First-ever "Florida City of Excellence" Designation, First Repeat Winner of the Governor's Sterling Award for Performance Excellence in 1997 and 2003.
June 14, 2005	Robert Gates	ISO 9001:2000 - RAB Quality Management Systems Lead Auditor's and ISO Registrar's Perspectives

Please make reservations the month of the event at [www.asqseflq.org](http://www.asqseflq.org)

## Looking for a Job? Check out ASQ's Career Center

ASQ's Career Center <http://www.asq.org/career/index.html> is free to all job seekers and provides you with access to the best employers and jobs in the quality industry. It is powered by Boxwood Technology, an external vendor, so job seekers must register separately from the regular ASQ member site to apply for a position or post a resume. ASQ also offers an unemployment benefit <http://www.asq.org/members/leadership/mbrapp/index.html> to those unable to pay membership dues due to being unemployed.

ASQ 1515 will offer once again **CQMa** and **CSSBB** (Six Sigma Black Belt) refresher courses in preparation for the March 2005 ASQ Certification exams. The courses will be facilitated one evening per week for 9 and 10 weeks, respectively, by a team of qualified members. Both courses will be taught in the Boca area.

The cost is \$350 for CQMa and \$375 for the CSSBB course. Prices include student manuals. Application deadline for the March 5, 2005 exam is January 7. There are other dates available at various locations in 2005.

Please keep in mind that there is an affidavit for project completion in the CSSBB program. Also, remember that these are refresher courses, not training courses. They are designed for people that have had considerable exposure to the respective Body-of-Knowledge.

For further details on these certification programs please visit [www.asq.org](http://www.asq.org).

If you are interested in attending either of these refresher courses, please indicate your interest in an email to Enrique Bekerman at [emb109@aol.com](mailto:emb109@aol.com). You will be informed of details as they develop.

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# Is Your Company Culture Compatible with Six Sigma? by the ASQ Six Sigma Forum

Statistical tools and measurements may be Six Sigma's most visible features, but most practitioners insist that the improvement methodology is more than numbers and calculations: it's a management system, a way of doing business, a complete culture of its own. Even statisticians who could be glorying in the exalted status Six Sigma offers them concede that the organizational changes Six Sigma requires are considerable. A statistician for Motorola SPS admits, "The major impact, especially when it first started, was on our culture—the people and systems that are required to produce high quality products and services."<sup>1</sup>

The reach of Six Sigma extends beyond the individual processes, defects, and cycle times it targets. Jane Erwin and P.C. Douglas explain that Six Sigma is comprehensive and affects employees as well as processes: "It leads to corporate cultural change, a paradigm shift toward an expectation of the highest quality, which then drives a passion for continuous improvement by all players involved."<sup>2</sup>

What are the components of a culture of continuous improvement? What does it take to develop this culture?

## A language of numbers

**Six Sigma may be more than a collection of formulas and measurements, but numbers still lie at the center of a culture of continuous improvement. According to Mikel Harry, "One of the misunderstood side effects of metrics is the way they indirectly shape the culture."<sup>3</sup>**

In a Six Sigma organization, communication at all levels occurs in terms of metrics. Process capability, defects per million, critical to quality characteristics (CTQ's), cycle times, and improvements are rigorously measured and charted so that all employees can share the same understanding of specific organizational objectives. Control charts, process maps, pareto diagrams, and failure modes and effects analysis, among other quality tools, constitute the fundamentals of the Six Sigma vocabulary of metrics.

Roland Caulcutt refers to this clear, unified, comprehensive system of communication as

"management by fact," perceiving in it "evidence of a readily accepted self-discipline ... that often surprises visitors and alarms suppliers."<sup>4</sup>

## Defect? What defect?

*If your organization's "policy" upon first notice of a defect is to plaster on a solution that appears to be reasonable and then hide the evidence, Six Sigma could prove a bit of a culture shock. Whereas traditional business culture—from international corporations to low-profile suppliers, from manufacturers to retailers, from hospitals to banks to the corner grocery store—tends to conceal errors, Six Sigma requires thorough analysis of errors in order to eradicate them.*

Paul Zaura, a consultant for Motorola University, notes, "Many corporate cultures are fear based; mistakes are not tolerated and people learn to hide defects. Six Sigma flourishes in an open and safe environment."<sup>5</sup> Similarly, Julie Morath of Children's Hospitals and Clinics in Minneapolis explains that if the medical field is to reduce errors significantly, it must accomplish a cultural adjustment: "a culture of high reliability ... requires a change from the traditional medical culture of secrecy."<sup>6</sup>

## Structured teamwork

Six Sigma achieves a balance between empowerment and hierarchy, between individual and collective accomplishment. Distinct tiers of responsibility exist—Green Belts perform work directed by Black Belts who were trained by Master Black Belts, all striving to fulfill goals identified by Champions and Executives. Yet easy interaction among the tiers is essential. The Black Belt tends to receive most of the recognition, but the other roles make the Black Belt's success possible. All employees should understand how their functions contribute to Black Belt projects and how Black Belt projects add to the bottom line.

Mikel Harry emphasizes the importance of compensation to keep the equilibrium of teamwork and individual accomplishment: "It all comes back to values. The values I seek to instill into an organization, I root them in by attaching mechanisms, by attaching variable pay and compensation to a goal."<sup>7</sup> Many businesses successful with Six Sigma connect projects closely to middle management objectives. One practice at GE has been to make 40% of managers' annual bonuses contingent on project

successes.<sup>8</sup>

### **Focused on the customer**

Before Six Sigma, improvement initiatives tended to originate in and concentrate on internal operations. With Six Sigma, the focus shifts; improvements stem from analysis of customer needs.

Leading Six Sigma organizations understand that meeting internally derived quality goals will fail to impress customers, who simply want finished, ready-to-use products delivered when needed. GE uses a metaphor—"wing to wing"—to illustrate the necessity of measuring success in terms of customer requirements: "The customer isn't concerned about how fast your engine overhaul process is; what matters ... is the time that elapses between the time you take the engine off the wing for maintenance, and the time you re-install it."<sup>10</sup>

Furthermore, connecting improvement only to internal measures and goals proves to be hostile to a continuous improvement philosophy. Without external demands to guide goal-setting, complacency, a sense that further improvement is impossible, grows.

### **Is Six Sigma a match for your organization's culture?**

Before committing to a Six Sigma initiative, prospective Six Sigma Executives and Champions should ask a few key questions to determine whether the organization is really ready for the changes Six Sigma will likely bring:

Are your employees ready to speak the "surprising," perhaps "alarming" language of numbers? Do they already value clarity, precision, and consistency? Or do most tend to leave the numbers to the experts only?

Do your employees feel comfortable reporting all information they might have about errors and defects? If not, can you overcome a tradition of guarded silence? Are supervisors ready to promote the open acknowledgement of defects?

Do you currently have a smoothly running and popular incentive program? Is your HR department ready to develop a structure of compensation for the Six Sigma hierarchy?

Can you identify your customer CTQs? Do you describe quality goals in terms customers will understand? Do CTQs have primacy over your in-

ternal operations?

Ironically, it could be argued that organizations least suited to Six Sigma are most in need of it. If you do shrink from defects, you probably need to pay more attention to them. If you do not have solid incentive programs, Six Sigma could be a good opportunity to reconstruct.

Nevertheless, the conversion to a Six Sigma culture can be demanding. Not all organizations can manage the adjustment, nor should all try. In a struggling business, for instance, connecting compensation to project goals can appear to be a punitive measure, not a positive incentive program.

Maintaining perspective is perhaps the key to deciding whether Six Sigma will "fit" your organization. If too many major changes in policy or culture will be required, then the timing may not be right for Six Sigma, or a more gradual implementation might be justified.

### **References**

1. See Jane Erwin and P.C. Douglas, "It's Not Difficult to Change Company Culture," *Supervision*, November 2000, 10.
2. Erwin and Douglas, 6.
3. See Miles Maguire, "Cowboy Quality," *Quality Progress*, October 1999, 33.
4. Roland Caulcutt, "Why Is Six Sigma So Successful?" *Journal of Applied Statistics* 28 (2001): 304.
5. See Erwin and Douglas, 11.
6. See Fred Gebhart, "Hospitals—VHA and VA Alike—Launch Programs to Cut Errors," *Drug Topics*, 20 November 2000, 53.
7. See Maguire, 33.
8. Caulcutt, 304.
10. R. Sukumar, "GE's Secret Weapon," *Business Today*, 22 April 2000, <<http://www.india-today.com/btoday/20000422/cover.html>> (29 June 2001).

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The quality of an organization can never exceed the quality of the minds that make it up. **Harold R. McAlindon**



# The Variant

[www.asqsefla.org](http://www.asqsefla.org)



Section 1510 / 1515

December 2004

\*\*\*\*\*SECTION 1510 DECEMBER DINNER MEETING\*\*\*\*\*

**Speaker:** Roderick Lloyd

**Topic:** Customer Loyalty, Retention, and Service Quality

**Date / Time:** Tuesday, December 14, 6:00 PM

**Registration Deadline:** Sunday December 12, 2004, 12:00 Noon

**Cost:** \$26.00

**Location:** Don Shula's Hotel, 6842 Main Street, Miami Lakes, FL phone 305-821-1150

**Menu:** Rolls, Butter, Iced Tea, Coffee, Caesar Salad, Rice Pilaf, Vegetables and a choice of: Chicken Scampi, Grilled Dolphin or Pasta Primavera Dessert: Fresh Seasonal Berries with Whipped Cream

**Register electronically at [www.asqsefla.org](http://www.asqsefla.org)**

**If reservation is not made by deadline, your meal will be selected  
by the kitchen staff based upon availability of entrées.**

Make checks payable to "ASQ-1510". If using Pay Pal, bring a copy of your transaction receipt.

Update your mailing and email address Contact ASQ National Headquarters Phone: 800-248-1946 or  
log on to [www.asq.org](http://www.asq.org). Your local section cannot update this information. Thank you.