

The Chairman's "Corner"

We're On The Web
www.asq810.org



Fall is here and we are full-swing into the season of change and, if you haven't noticed, there are changes going on continuously within your Section.

Currently, the most obvious change involves the Section website. Things really started in the late summer with the unexpected departure of our Web Master. Trying to continue the tradition of keeping our electronically-connected portion of the membership up to date, the SLC authorized me to contract the services of a web Designer that I knew to maintain and update our website.

Yes, I said 'contract'. Unfortunately, we have no heir apparent for our website. I wanted to get and keep the website up to date until such time that we are able to maintain it ourselves. This is a great opportunity for someone who is internet-savvy ... or wants to be.

I hope that those of you who have been to our website have found these changes to be both usefully-functional and enjoyable.

Please note that, as of October 25th, our website moved. I apologize for the suddenness of this move and any problems this may have caused. Our website is now located at www.asq810.org. I encourage you to visit and comment. Any and all feedback is valuable in serving your needs.

While not as obvious, your Section Leadership Committee has been undergoing a lot of change as well. At the October SLC meeting I was asked to accept a couple of resignations. The first came from long-time Member Jerry Hoover. Fortunately, Jerry has only resigned from one of his positions. Jerry has been our calendar coordinator for many years, and has decided that it is time

Division Survey

Last month, an electronic survey was sent to Section Members by Gordon MacDowell, Division Liaison for the Akron-Canton Section. The purpose of the survey was to provide an initial understanding for the Section Leadership Committee, regarding the participation of Section Members in the many Divisions offered by HQ. Based upon the survey results, future endeavors by the Section to communicate Division affairs can be planned. Are you a Member of an ASQ Division ?? Are you benefiting from your Division membership ?? If you feel that the Section might help to improve a benefit offered by a Division, contact Gordon, or any other member of the SLC.

to step aside and allow a different perspective to be brought to the calendar. To Jerry... Thank you!! Your selfless dedication to the calendar has been a wonderful boon to all Chairs that have had one less thing to worry about all of these years. Anyone wanting to help with the future of the Akron-Canton Section calendar is encouraged to contact either Dick Mautz or Lee Neal.

The second resignation is from a relatively newcomer who has quickly made a name for himself. That would be our Audit Chair, Joshua Wood. I first met Josh as a student in a certification refresher course a mere year and a half ago. Impressed by Josh's presence, drive, and intelligence, he was encouraged to join the SLC. Unfortunately for us, those same qualities have given Josh the opportunity to join a consulting firm in Virginia. Josh... Thanks for your efforts in this short time, and Good Luck!!

On a positive note... Josh's former boss and mentor, Mike Vachon, has volunteered to take over as Chair of the Audit Committee for the rest of the Program Year.

This has been a very busy month for me. I attended the Leadership Summit in Milwaukee the 16th thru the 18th, presented the 20th and attended a great conference on the 21st. Since I am already behind on the Tally Sheet deadline, I will provide more thoughts and information next month on this past week.

Thanks to the Conference Committee for putting together yet another excellent conference!!

Jeff Pfouts - Section Chair (ASQ CQT, CQA)

Volunteer Recognition

For the past several years, Jerrold Hoover has been instrumental in the creation of your Section's Program Calendar. All Section Members can be proud of the quality that the Calendars illustrate !! His input (including many hours working with both the Section Leadership Committee and Smith-Feeman Printing) has been no 'small matter'. Jerrold is relinquishing this duty, effective with the upcoming 2006-2007 Program Year.

THANK YOU, Jerrold, on a "job well done" !!!

Technical Clinic & Dinner Meeting

Thursday, November 17th

356th Fighter Group Restaurant

4919 MT. PLEASANT ROAD - NORTH CANTON, OHIO 44720

Technical Clinic

5:30PM —> 6:30PM

Free Admission

**“Problem Solving Techniques
Can Be Used To Discover Your
Organization’s Future Leaders.”**

Lori Knous

Allied Machine & Engineering

Dinner Meeting

6:30PM —> 8:30PM

Dinner ... 6:30PM Start ... \$20
Meeting ... 7:30PM Start ... Free

**“Problem Solving Techniques
Can Be Used To Discover Your
Organization’s Future Leaders.”**

[continued from Tech Clinic]

Lori Knous

Allied Machine & Engineering

About The Speaker

Lori Knous has a BS degree in Metallurgical and Material Science from The Colorado School of Mines, Golden, Colorado. She, also, has a MS degree in Metallurgical and Material Science from Case Western Reserve University, Cleveland. She has a wide range of experience, having been employed in the Mining, Automotive, Aerospace, and Cutting Tools industries.

Lori has been at Allied Machine and Engineering Corporation for over seven and a half years. She is, currently, Allied’s Continuous Improvement Manager, and is responsible for Allied’s Quality Management System, including Allied’s ISO9001 certification efforts. In her quality role, Lori oversees the Internal Auditors, the Calibration Department, and the new 6-Sigma initiatives. As a 6-Sigma Black Belt, Lori is responsible for initiating, leading, facilitating, and managing company wide projects. In addition to her quality duties, she uses her metallurgical skills to run the Allied Metallurgical Lab and Heat Treat Facility.

Professionally, Lori is a member of ASM, ACeS (Ceramic Society), and the Akron-Canton Section of ASQ. She has been teaching Metallurgy and Material Science at Kent State University’s Tuscarawas branch for 6 years. Lori, also, teaches Adult Education Courses in Quality, ISO, and Problem Solving at the Buckeye Career Center in Tuscarawas County.

Make Reservations To Attend Through Either Your
ARRANGEMENTS COMMITTEE CONTACT *
Or The Section Web Site.

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WOOSTER-Area:	Jeff Massoni	330-345-7319	jmassoni@msmp.net

Quality Systems Management

presents

INTERNAL AUDITING SERVICE

WHY?

Most internal audit programs eventually fail to meet top management’s expectations due to several common causes:

- **Availability of auditors** (as a result of right-sizing, attrition and extensive developmental costs most organizations do not have enough competent auditors)
- **Overlooked opportunities** (independent internal auditors rarely have the technical expertise needed to identify value-added, cost-saving opportunities)
- **Cancelled audits** (changing production demands, customer needs and special projects often preempt internal audit schedules causing delay or reduction in audits)

WHAT?

QSM provides a cost-effective alternative for internal auditing. Your organization’s policies, procedures, work activities and related results are audited (using the process approach) to all applicable standards and relevant requirements. Comprehensive, value-added audits are ensured by a professional ASQ, RAB, AIAG and IATF accredited auditor with ten years experience in 1st, 2nd, and 3rd party auditing. Reasonable rates are available on a fixed hourly basis. For further details, references, auditor’s credentials, scheduling and/or additional services contact:

Paul Theken, MBA
ptheken@qsmgmt.com
(330) 284-3535
5632 Everhard Rd., NW
Canton, Ohio 44718

SPECIAL OFFER - Travel expenses waived for ASQ Members

Technical Clinic & Dinner Meeting Topic ‘Abstract’

This presentation will discuss “problem solving techniques”, and how to implement them into other activities. Problem Solving is not just reserved for Projects. Problem Solving can be used to discover leadership within an organization. If you are looking for leaders, conduct a Problem Solving exercise. This presentation will include several hands-on, group activities.

Why Become A Section ‘Volunteer’

[article #2 of 3]

There are many reasons why one considers membership in a professional society such as the American Society for Quality. Among them are opportunities for professional growth, networking with peers, or maybe even that their employer recommends joining the society. But, beyond general membership, there is the opportunity to serve in the society’s management system. Current Leadership Committee Members offer their views on the benefits of serving on the Section Leadership Committee. The initial (7) views were printed in the October-2005 Tally Sheet. Following are the second (7) of (21):

- Increase self-esteem
- Develop or improve team concept skills
- Achieve satisfaction in knowing that you are serving a great cause; ie, promoting quality awareness in all business and personal endeavors
- Receive complimentary meals at Dinner Meetings and Board Meetings
- Receive Recertification Units for being a member of the SLC
- Receive discounted rates for courses offered by the Section
- Share in opportunities for creative expression

The Section Leadership Committee for the Akron-Canton Section, ASQ, is seeking Members to serve on various Committees and in other leadership roles. They welcome your participation.

COPs, SOPs and MOPs

Nick Koumoutzis (ASQ CQM) – NCK Consulting

There is a lot of noise about COPs, SOPs and MOPs these days. Most of this is because of the ISO/TS 16949 requirements, although it doesn't mention any of the three. There is no requirement to differentiate your processes in these terms, but organizations need to know how different processes affect the customer, and each other. Labeling your processes as whether they are **Core**, **Support**, or **Management** can greatly assist in understanding process interaction. It is important to know that we do not have to use the terms COPs, SOPs, and MOPs. However, they may help us understand how to audit a QMS system. Let's begin with an overview of a typical business.

COPs

In order to conduct business, we need to identify some form of customer requirement, or request. This is where we will begin. We need some method of determining what the customer wants, in order to find out if we can do the job, and relay that information to the customer. In our example, we will call that the Sales Process. Once Sales does its thing (let's suppose we are awarded the order) other things must begin, such as design and/or manufacture. In our example, we are assuming we do no design, and that we are using our existing manufacturing processes. This will lead to an oversimplification of the model, but will allow us to gain some understanding. Then, we must make the product. Once it is manufactured, we ship it to the customer. So, in our "super simple model", we have three steps:

- Sales
- Production
- Shipping

If we were to show this graphically, it might look something like this.

Customer-----> **Sales** -----> **Production** -----> **Shipping** -----> **Customer**

Notice the graphic begins and ends with the customer. We have just completed a high-level map of our processes. These three steps, or processes, make up our Core Processes. Core Processes are those processes we use to make our money. Because they are strictly focused on customer requirements, they are also called **Customer-Oriented Processes**, or **COPs**.

Now, in our simple model, each of these three processes are made up of smaller processes. For example, our Production process will have many steps. Perhaps we need to cut material to length, do some welding and fabrication, perhaps some milling, heat-treating and painting. Each of these are sub-processes, and might not be used on every job. Some might be performed by outside vendors (although they are still our processes). Each of these sub-processes need to be identified, explained and audited. But, even if we include our sub-processes, we still do not have enough steps in our model to make the product. We have to buy material, hire people and have other things in place so we can achieve our goal of satisfying the customer. We need some way of monitoring our processes, including internal auditing. That is where SOPs and MOPs come in.

SOPs

There are activities that are necessary to produce product, but are not directly involved in your Core Processes. These activities support the Core Processes, and are every bit as important to meeting customer requirements. They are referred to as **Support-Oriented Processes**, or **SOPs**. Some typical SOPs are:

- Purchasing
- Maintenance
- HR
- IT
- Quality

Some models list Purchasing as a COP because it is directly involved in acquiring the raw materials, components, and other things that are used in production. If you feel that Purchasing is important enough to be called a COP, then do it. It is **your** Quality Management System and **you** make the rules. In our model, we consider it a support process. Somewhere, in your process description, you need to show where and how these support processes interact with the COPs.

MOPs

There is another set of activities that are not COPs, nor do they directly support the COPs. These tend to be more administrative in nature, and fall into management's area of responsibility. Examples of these include:

- Document Control
- Recordkeeping
- Internal Auditing
- Corrective Actions
- Management Review
- Business Plan
- Management and Supervision

Because these activities are oriented towards managing the other processes, they are called **Management-Oriented Processes**, or **MOPs**. As with the other processes, MOPs are important in meeting customer requirements. You will notice that most of the QMS administration and maintenance items are also found in the MOPs. Internal Auditing is usually a MOP.

Summary:

Understanding COPs, SOPs, and MOPs is an important step in process auditing. They allow the Auditor to see the "big picture" of the business, and help explain how activities and processes interrelate. They help in setting the boundaries of our auditing, and assist us in examining the hand-offs between processes. As Internal Auditors, we must understand the differences in our processes, and understand how they interact and interrelate.

For information on NCK Consulting, e-mail sales@nckconsulting.com, or visit their website at www.nckconsulting.com.



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ASQ Akron/Canton New Members

September—2005



Robert J Beasley
George B Downey

Clif B Garrison
Brenda A Hamas
Rob Heil
David M Morse

Dean E Rolland
Devika Subramaniam
Tanya Watson
Mike E Williams

No Company Listed
Ohio Welded Blank / Div Of
Shiloh Industries
ICI Paints - HQE
Goodyear Tire & Rubber Co
Wayne Dalton Corporation
American Axle &
Manufacturing
No Company Listed
Kurz Kasch
OE Connections
Wayne Dalton Corporation

Changes In Your Section Leadership

Mary Schultz: from 2nd Vice-Chair to 1st Vice-Chair.

Michael Vachon (ASQ CQI): to Chair, Audit Committee.

Education Committee Additions:

Scott Hendricks (ASQ CQE)
James Houser (ASQ CQE)
Donald Lutz

'Economic Case for Quality' Committee Additions:

Michael Vachon (ASQ CQI)
James Nance

Volunteer Recognition

Joshua Wood (ASQ CQI, CQM, CQA), due to a new career opportunity, is relocating out of state. He was a Section Volunteer this Program Year, performing duties as both Chair—Audit Committee, and a Member of the 'Economic Case for Quality' Committee.

THANK YOU, Joshua, For Your Contributions To The Akron-Canton Section !!!

We've Moved !!

=====> **New Section Web Site** <=====

www.asq810.org

Tally Sheet Articles

Articles For Publication In The Section's Newsletter Can Be Forwarded To The Editor For Consideration. They Should Be Pertinent To Aspects Of Quality And Reliability, And Can Be Either Business Related Or A Personal 'Lessons Learned' That Might Benefit The Membership. Forward Articles To "michael_marley@goodyear.com".