



NEWSLETTERNOTES

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CHAIR CORNER

Hello, and welcome to our ASD newsletter. We have had a very active quarter. We had our division planning session at the World Conference on Quality and Improvement in Houston where we set a path forward for where we want to be for the next year and now have a great plan. I was very pleased to accept the McDermond Total Quality Award for division activities at the conference. We had our planning sessions for our 2009 CQSDI in June. We are also exploring having a conference for the civilian aviation side of our constituency. We are determining what sessions we will be presenting for the World Conference in Minneapolis in May. All in all we are on a high. We are always looking for board volunteers, so contact me at debrakharrison@mindspring.com if you are interested in helping out.

World Conference Highlights:

Our division had a successful World Conference in Houston. Our three speakers had very successful sessions and we certainly appreciated their efforts. Dale Gordon from MPC Products talked about the *IAQG Supplier Handbook*; we consider this the final chapter in a three-year progression of success. Buddy Cressionie, from

Lockheed Martin, presented the latest on the update to AS 9100. We had Joe Pritchett, from Lockheed Martin Aeronautics, discuss the First F-35 Meets Legacy Quality Standards. We had between 75 and 120 people in each session and our feedback was great. We are in the process of determining what to put forward in 2009.

I attended the leadership training sessions all weekend. We participated in numerous workshops on division and Society management on Saturday and Sunday. Michael Dreikorn, our education chair, represented us at several events related to changes in education actions within ASQ. On Sunday we had the division meeting and Sunday evening we participated in the opening reception with our booth. Thanks to Steve Meyer, Michael Dreikorn, Ryan Nowosielski, Dale Gordon, Mike Swenson, and Jaye Omberg for assisting me with staffing the booth over the three days. We met lots of our members and

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Aviation, Space & Defense Division

added a couple in the process. The World Conference was a great experience and we were able to spend lots of time discussing quality and networking. We especially had a great evening with our hospitality suite. We were open from 7 p.m. until 1 a.m. We talked to numerous members and just had a lot of good quality discussion. We had a couple of real division and Society luminaries in our former chair and ASQ past president Spencer Hutchens and our former chair and current ASQ president-elect Pete Andres in residence putting forth their views on quality. The entire evening's discussions were lively and educational for all. We hope to see you all next year!

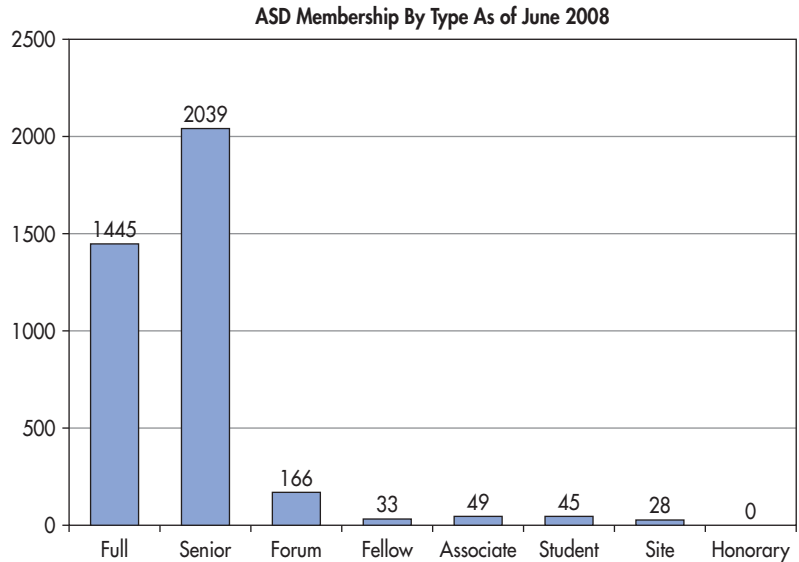


Debra Harrison
Chair, ASQ Aviation, Space & Defense Division

WHAT KIND OF TOP 10 MEMBER ARE YOU?

The Aviation, Space & Defense Division is one of the top 10 divisions in terms of membership numbers with approximately 4,000 members.

The division boasts 1445 Full members, 2039 Senior members, 166 Division/Forum members, 33 Fellows, 49 Associate members, 45 Student members, and 28 Site members. The levels of membership are intended to flex along with personal and professional growth. Entry level quality professionals may transition to an



Associate member level after college graduation (from Student membership), the Associate may transition into a Full membership, and so on. The benefits of membership are many.

Some of the benefits identified by ASQ include 1) the ability to network with industry peers in order to discuss issues, concerns, ideas, and seek potential solutions through lessons learned and open communication; 2) member discounts on products and services; 3) access to articles and white papers specific to jobs; 4) access to a large body of knowledge represented by the volumes of text stored in the ASQ Quality Information Center; and 5) opportunities for training and certifications.

Regardless of your membership type, take advantage of the benefits offered, including the valuable benefit of being involved in the division by taking time to volunteer for committees and special projects. The division

could use your assistance and you will benefit personally from the experience.

HUMAN FACTORS: CAN YOU SEE THE TRAIN COMING?

Have you ever been in a work environment where it seemed that you were focused purely on the here and now? The primary objective was to make it through the day or month? If so, how did you feel about those working conditions? Did you find that the environment influenced your ability to effectively plan for the longer term?

In short, work environment stress can reap havoc on members' abilities to perform. Recognizing that the above-described scenario cannot be sustained for long without consequences, we need to turn to the field of human factors and the science of leadership to keep our people safe and the organization sustainable.

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From the human factors perspective we should consider the “dirty dozen” when attempting to understand workplace conditions and performance.

1. *Complacency* relates to overconfidence from repeated experience on a specific activity. This may allow steps and processes to be missed.
2. *Lack of Knowledge* includes the lack of training and information, as well as the inability to conduct a task. This factor becomes even more critical when people do not realize that they do *not* have sufficient knowledge.
3. *Lack of Teamwork* occurs when a group of people fail to work together to complete a shared goal.
4. *Distraction* includes an unlimited number of possible events and conditions that interrupt one’s ability to focus on a specific task.
5. *Fatigue* is physical and/or mental exhaustion threatening work performance.
6. *Lack of Resources* includes the lack of people, equipment, documentation, time, parts, and whatever else is needed to complete the task.
7. *Pressure* includes external and/or internal forces demanding high-level job performance. This can be real or perceived.
8. *Lack of Assertiveness* is a failure to speak up or otherwise document concerns about instructions, order, or actions of others.

9. *Lack of Communication* is the failure to transmit, receive, or provide sufficient feedback in order to complete a task.
10. *Norms* are the standard practices, usually undocumented, adopted by an organization or group. Utilization of norms can lead to noncompliance with requirements.
11. *Stress* is the physical and/or mental condition resulting from external forces. It may affect health and quality of work.
12. *Lack of Awareness* is the failure to see a condition, understand what it is, and predict the possible results.

The challenge to leadership is to recognize the dirty dozen as conditions for which they are responsible and to mitigate each to the greatest extent possible. Ignoring the dirty dozen will certainly lead to failure and in some cases injury and death. So, when you see one or more of the above:

- Stop work and get everyone focused.
- Speak out for appropriate action.
- Lead by a positive example for safety and compliance.
- Recognize the condition as a failure of process, not just people.
- Review the organizational processes for the root cause.
- Develop a robust corrective action.
- Share the learning throughout the organization.

A safety-focused culture with uncompromising leadership is required to sustain organizational success. Such a culture will prevent the waste of poor process execution and allow members and leaders to be thoughtful in the work they perform. The chaos of a stressful work environment will have vanished and the organization will be more capable of planning for the longer-term future than just the here and now.

Written by: Michael Dreikorn
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MANAGING CHANGE AS A PROCESS

We have all heard the saying that “*The one constant in life is change.*” However, change also brings with it uncertainty—and with uncertainty, fear can develop. And, fear can foster an aversion to change. And if entities are not willing to recognize the need for change, or are unwilling to engage in the process of change then the risk of obsolescence increases.

In the natural sciences, Charles Darwin described the need for biological systems to adapt to changing environments to ensure survival. Darwin used the term *requisite variety* to describe the characteristics of organisms to adapt. This same term is used in the social sciences and is frequently referred to as *social-Darwinism*. So, why are we talking about this in this newsletter?

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Organizations and professionals alike frequently ignore the need to monitor change and end up losing their competitive edge. For organizations this can mean going out of business, reduced revenues, and reduced customer satisfaction. When professionals are not paying attention to the need for change, it typically impacts their ability to provide value to their organization and/or customers.

If organizations and professionals recognize change as a constant characteristic of their environment, then it would make sense to treat change as a structured process. Organizations and professionals should consider the variables of change, their source, and their impact. We must realize that change can come from any direction. The following are considerations related to the possible origins of change.

- Regulatory changes
- Environmental changes
- Political changes (e.g., embargos)
- Economic changes (e.g., cost of fuel and raw materials)
- Demographic changes (e.g., aging work force)
- Customer demanded changes

In order to address change as a process, mechanisms of control must be established. *Environmental scanning* is a methodology to actively assess the identified origins of change and to recognize where changes may be occurring. But as with any process, if environmental scanning is not structured and diligently deployed, it will not provide the level of process capability needed to identify change quickly.

Once change is identified, then it should be analyzed to understand its potential impact. Organizations might deploy risk measurement tools such as failure mode and effects analysis (FMEA) so that ambiguity might become measurable. It is important that a sense-making activity (as a structured process) is engaged around the identified change so that it can be communicated to the organization in terms that it can be understood. Wouldn't it be nice if management reviews included discussions about change, the risks associated with change, and decisions related to managing change?

Change is constant. And, those who recognize change as such instill structured processes to recognize and manage change, take timely and informed action, and have the highest likelihood to survive in an ever-changing environment.

For more discussion on effectively managing change, read *The Synergy of One*.

Written by: Michael Dreikorn

NEEDS AND EXPECTATIONS

One of the universal truths is that everyone has needs, expectations, and a voice to share his/her satisfaction and dissatisfaction. Organizations that are successful have put in place processes to ensure they are meeting or exceeding their customer's needs and expectations.

The Aviation, Space and Defense Division is a membership organization. AS&D meets member needs via numerous activities

including our annual Conference on Quality in the Space and Defense Industry, AS&D track at the World Conference, maintaining the AS&D Web site, funding local discussion groups, and involving members to contribute to the process and its success. But as we all know, the world is always changing and so are our members' needs and expectations. This is your organization and the leaders of the AS&D are your humble servants to ensure that this division does meet those needs. However, we need your feedback (both positive and negative) to understand what we need to keep doing, what we need to stop doing, and what we need to start doing so that we can make this organization more valuable to you.

Send your feedback to Steve Meyer at steven.meyer@goodrich.com and let us know your thoughts.

As quality practitioners we value your knowledge and experience and aim to facilitate increased communication and knowledge sharing among our division members. One of the most effective ways we can do this is through our quarterly newsletter, which thrives on your feedback and article contributions. By receiving feedback from you on what topics and information you find most valuable, we can ensure that we provide a useful and meaningful publication. Additionally, we invite you to share with the entire division your knowledge and experience by submitting articles, long or short, to the division

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leadership for potential publication in the quarterly newsletter. Knowledge sharing is a valuable component of an AS&D membership and by sharing with our

peers we can help ensure that we are all continuously improving. If you are interested in providing this essential feedback or contributing an article, please

contact the division communications chair, Matthew Ritchie, at mritchie@gyrocamsystems.com. Thank you!



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Watch our Web site for program and registration updates. Visit www.asq.org/asd/cqsdi.

Sponsored by the Aviation, Space & Defense Division, American Society for Quality

Supported by the National Aeronautics and Space Administration, the Department of Defense, the Missile Defense Agency, and the Defense Contract Management Agency.

If you work with a company that is involved in the space and defense industry, this conference will be your most important and rewarding professional experience for 2009.

The conference will include keynote and featured speakers, panel presentations, and in-depth concurrent breakouts. Government and industry leaders will discuss the latest policies and practices that will directly affect your organization and quality professionals.

Save the date

CULTURE of quality

S M T W T F S

MAY 2009

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Imagine a world without quality...

Air bags will deploy under conditions for which they are not intended, causing serious injury.

Millions of people will get sick from water contamination.

More than 50,000 Americans will die from medical errors this year.

Because of the importance of quality in every aspect of your life and career, ASQ is focusing the 2009 World Conference on Quality and Improvement to extend its efforts to create, promote, and grow the culture of quality on a global scale. Join us in Minneapolis, May 18-20, 2009, to get the tools, knowledge, and resources you and your organization need to make quality your priority.

VISIT <http://wcqi.asq.org>
TO LEARN MORE.





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