



# COLUMBIA BASIN SECTION 614 NEWSLETTER

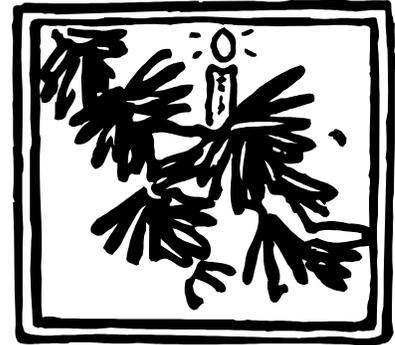


Serving Central and Southeastern Washington and Northeastern Oregon

January 2007

## Chair's Corner

**Steve Prevette**  
Fluor Hanford  
Chair, ASQ Section 614



Happy Holidays and a Joyous New Year! I hope you and your families are having a good holiday season.

We had a good joint party with the National Management Association and the Project Management Institute at the Hanford House this month. A lot of money was raised for charity, and ASQ Section 614 did participate in the silent auction held during the party. Our proceeds are going to the Boys and Girls Clubs of Benton and Franklin Counties. Jo Haberstok was instrumental in organizing our donations. The Boys and Girls Clubs have been in the Tri Cities now for ten years, and provide over 100 hours of enriching programs for school age youth.



I did speak for a few minutes about ASQ, and thought I would share some of the tidbits about your section. We currently have 97 members, and less than half are Hanford workers. Some of the companies represented include Weyerhaeuser, General Dynamics, Darigold, Tree Top, Advanced Silicon Materials, Schweitzer Engineering, Kadlec, Inland Tarp and Cover, and Western Polymer. We have consultants Dennis Arter ("The Audit Guy") and Dean Gano ("Apollo Root Cause Method") in our section. Some of our "far away" (at least on the edges of our boundaries) members reside in Blackfoot ID, Moses Lake WA, Hermiston OR, and Redmod WA.

## Nominations

Nominations for officers are open for next year. I have now been section chair for three sequential years. I would dearly love to see someone step forward to take the helm. Dennis Arter will receive nominations for next year. We do need to move ahead with this – we would like to publish the nominations in February and hold elections in March for next season. The next season runs from July 2007 to June 2008.

## Communications

Dennis Arter has the new web page for the section up and running. It is located at the same address as before: <http://www.asq614.org/>.

Email distribution of this newsletter has been quite successful. It is saving the Section money and will allow us to eventually balance the budget. Yes, we are still deficit-spending, but this year should be much better than the past seven years. If you are reading this on your email, we obviously have a valid email for

you. But if you are receiving this by hard copy postal mail, and would like to receive this by email, please be sure that your email address is up to date with ASQ headquarters. You may change your address and adjust your email preferences directly at <http://www.asq.org/members/account/manage-account.html>.

The next meeting will be with Kevin McManus on January 4 at the Shilo Inn. As we start the new year, the topic allows us to reflect on where we have been as a profession over the past 25 years, and where we may be heading. Please come join us then. We will also have a Section Planning session in January. It is tentatively set for January 18 at 5:30 PM at the Shilo Inn restaurant. The meeting is open to all ASQ members, and offers free appetizers and drink.

- Steve Prevette

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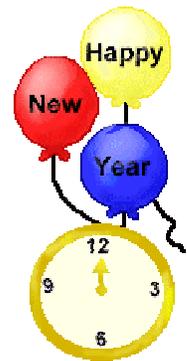
## Vice Chair's Deck

**Jo Haberstock**

Fluor Hanford

Vice Chair, ASQ Section 614

In the spirit of the season, I thought I would do my part to add even *more cheer* to the newsletter this month. Never fear - I will try to keep this short. Although I should mention that I am a writer by trade ...



As I am typing this, we have not yet received the final tallies from the NMA chapter regarding funds raised through the donations to the silent and live auctions held as part of the joint meeting on December 13. However, based on what I believe I figured out from a not-quite-completed spreadsheet they sent, I believe our section managed to raise over \$150! I think this is GREAT NEWS, and I want to thank everyone who participated in the meeting and who bid so generously on items at the auctions.

Now ... a couple of words (okay, maybe more than a couple) about our January 4 speaker. I first met Kevin McManus many years ago (I'm thinking it has probably been at least 15 years now, although I think we both look the same today ☺); actually, I believe the first time we met was when I served as a judge for a preliminary round of the (then AQP, now ASQ) International Team Excellence Awards (ITEA). Kevin was the trainer and coordinator of the preliminary regional judging held in Auburn that year. One of the things I remember most vividly about that year's experience was that on the second day of the judging there was a conflict with another meeting at the company we were all set up in...so everyone ended up going to Kevin's home, and we completed our viewing of the team videos there! Since then, I have served as a judge almost every year at the preliminary and/or national levels and Kevin has also remained very active in the field of quality. Currently residing in the Portland area, Kevin has spoken at a number of AQP and other quality conferences; he is an author, trainer, facilitator, consultant, and more. I encourage all of you to share the January 4 announcement with your colleagues and management, and let's try to get a really good turnout for this meeting. It should be a very interesting topic and discussion.

Speaking of the ASQ ITEA, this year's preliminary judging of team videos/DVDs will take place during the month of January (and possibly early February, depending on locations and the number of teams that enter this year). I will again be donning my "judge" hat (although I prefer to think of it as a stylish beret!) to help out in Portland in late January. This is always a great opportunity – to network with other quality professionals, to practice my own facilitation and feedback report writing skills, and to learn from the many great teams that send in their tapes/DVDs to be reviewed.

I promised to keep this short, so I will close by asking each of you to take a few minutes to think about New Year's Resolutions. No, I'm not going to ask you to write them down, and I'm certainly not going to make any suggestions about who should consider joining a gym! I will ask, however, that you **consider how you can make a difference** in your community ... in your local/neighborhood community and in your work / professional community. There are many ways we could use your assistance in the local ASQ section. Please contact me or any of the other section officers if you would like to help out.

Cheers !

**Jo Haberstock**

## **Graded Approach**

Harry Moomey

The use of a graded approach for the implementation of quality requirements has long been required at both Department of Energy facilities and nuclear power plants regulated by the Nuclear Regulatory Commission. Special challenges were encountered in developing a grading program for environmental remediation activities at the Los Alamos National Laboratories (LANL). The lesson learned in developing the grading program for the remediation activities at LANL could be useful in developing a program for other DOE sites. Also by using the same approach, a well-designed risk grading process could be beneficial to other industry or process managers even though a grading process is not required by law.

By the late 1990's, LANL successfully implemented a guide for applying the graded approach and purposed to develop a site-wide implementing procedure. By the beginning of 2006, after numerous meetings by representatives of the many different programs at LANL, no consensus was reached in developing such a procedure. The conundrum was driven by a view that one must maintain one consistent set of grading criteria based on long-standing philosophies related to quality grading for structures, systems, and components (SSCs) for nuclear facilities.

In 2006, a small team of quality specialists, working for Longenecker and Associates (L&A), developed a new quality program and implementing procedures for Environmental & Remediation Support Services (ERSS). Included in the new program were two new procedures, "Format and Content for an Integrated Work Package" and "Quality Grading." The coordination of the two procedures provided for the application of non-quality requirements per numerous regulations and other site-wide requirements and a graded approach for quality requirements consistent with the needs of other LANL disciplines. The principal benefit of the new approach was the ability for remediation activities to proceed without unnecessary and costly controls that would have been otherwise required.

The clever grading approach, utilized "binning" of risk categories, similar to an approach used in the classification of accidents in process safety analysis. The resultant risk tables maintained the old philosophy for SSCs where needed, but also incorporated different types of work activities relevant to planned remediation work. This approach also successfully incorporated grading levels and controls necessary to remain consistent with the requirements for activities such as engineering, procurement, and security. The grading procedure required that the risk tables be evaluated and approved by ERSS management. The procedure provided for consistency of quality controls applied in the field by the many field managers and contractors. They simply identify their type of work activity per the appropriate risk table then document and implement the quality requirements specified in the table and implementing procedures for that risk level.

The lesson learned from developing the graded approach for remediation activities at LANL is the importance of thinking "outside of the box." It is time to try something new when the same old approach

results in years of frustration, an inability to proceed, or the prospect of proceeding only with unacceptable impact on cost and schedule. The same approach could be tailored for application at other DOE sites or even for other industries or facilities where it is not mandated. Managers would have the confidence of knowing that their staffs are consistently applying controls commensurate with risk – risk that they had personally evaluated in developing the risk tables.

Harry Moomey Jr. is President, Government & Industry Sectors with SERC Associates LLC. Key areas supported by SERC include security assessments and training, safety analysis, continuity of business and government operations, emergency preparedness and planning, regulatory & licensing support & inspections, quality audits, surveillances, plans, and procedures. The company website is [sercassociates.com](http://sercassociates.com) and Harry is best reached by cell at 509-303-9531.



**January 4, 2007 Meeting  
American Society for Quality  
Columbia Basin Section 614**



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## **“25 Years of Quality: Have We Really Improved That Much?”**

**KEVIN MCMANUS**

**Performance Improvement Coach, Trainer & Author**

If you simply look at the raw productivity trends, you could easily conclude that organizations in this country - and in others - have significantly improved in the 25 years since the NBC White Paper “If Japan Can, Why Can’t We?” initiated the Total Quality Management craze.

If you look beyond these broad indicators, however, and if you are really honest with yourself, you might arrive at a much different answer. In the past 25 years, have we really improved that much?

Are our workplaces better places to work at, and are our people more effective, or does technology actually deserve much more of the credit than we as human beings do?

In this presentation, Kevin McManus will share his personal quality journey over the last 25 years. As he does, he will explore the different trends and fads that have been part of the shift toward continuous improvement in this country. He will

also make a case to support his beliefs that we really have not changed that much – that absent of technology, our workplaces are not much better places to work at now than they were in 1980. Finally, he will offer a course of action that we can follow if we choose to really make our workplaces more effective and capable of sustaining significant improvements over time.

What would W. Edwards Deming, Joseph M. Juran, Peter Scholtes, and Masaaki Imai say about the degree of change that has and has not occurred in the workplace? Would they feel good about the way their philosophies and ideals have been embraced by today’s organizations, or would they shake their heads in disgust?

Mark your calendar for Thursday, January 4. Take the time to spend this hour with Kevin, and then form your own opinion. Have we really improved, or do we still have a long way to go?

About the Presenter:

Kevin McManus is a performance improvement coach for Great Systems! and an international trainer for the TapRoot® root cause analysis process. During his 25 years in the business world, he has served as an Industrial Engineer, Training Manager, Production Manager, Plant Manager, and Director of Quality. He holds an undergraduate degree in Industrial Engineering and an MBA. Kevin has been a member of IIE for more than 25 years, and currently serves as Senior VP of Continuing Education on the IIE Board of Trustees. He has served as an Examiner and Senior Examiner for the Malcolm Baldrige National Quality Award for seven years. Kevin also writes the monthly performance improvement column for Industrial Engineer magazine, and he has recently published a new book titled “You Can’t Win Indy in an Edsel – How to Develop a High Performance Work Culture.”

Meeting Info:

The January 4 dinner meeting will be at the Shilo Inn, Richland, with check-in/networking starting at 5:30 pm, buffet dinner at 6, and the presentation at 7. Cost is \$17 for ASQ members, \$20 for non-members, or \$5 for just the presentation. Reservations are required and are requested by December 28. Send an email to [prevette@owt.com](mailto:prevette@owt.com) with your name, phone number, member status and type of reservation, or call 373-9371.

For more information about the local ASQ section and other upcoming events: [www.asq614.org/](http://www.asq614.org/).

No shows will be billed unless canceled 48 hours in advance.

## SECTION 614 CONTACT INFORMATION

Please visit the Section 614 web site at [www.asq614.org](http://www.asq614.org).

### Employment



## CAREER CONNECTIONS

To be considered for posting in the newsletter, announcements must be submitted by an ASQ member and be of potential service to other members. Announcements may include job postings, training opportunities, or requests for assistance. Due to space limitations, please keep them brief.

## 2006-2007 Section 614 Leadership Team

<b>Section Chair</b>	Steve Prevette	<b>Division Liaison</b>	Dennis Arter
<b>Vice Chair</b>	Jo Haberstok	<b>Publicity Team Lead</b>	Steve Prevette
<b>Secretary</b>	Howard Rew	<b>Program Team Lead</b>	Open
<b>Treasurer</b>	Rich Higgins	<b>Web Team Lead</b>	Steve Prevette
<b>Audit</b>	Dave Sandoz	<b>Scholarship Team Lead</b>	Rich Higgins
<b>Examining</b>	Dennis Arter	<b>Section Historian</b>	Dennis Arter
<b>Certification /Recertification</b>	Howard Rew	<b>Newsletter</b>	Rich Higgins

You can find out more about Section 614, including contact information for Leadership Team members, on our website at [www.asq614.org](http://www.asq614.org).

If you are interested in helping with any of the Section teams, please contact the team lead or an officer. We are always looking for willing volunteers!

## WEBSITES FOR OTHER ASQ SECTIONS

Seattle Section (#606): [www.asq-seattle.org](http://www.asq-seattle.org)

Spokane Section (#619): [www.angelfire.com/wa3/spokaneasq](http://www.angelfire.com/wa3/spokaneasq)

Southwest Washington – Vancouver Section (#627): [www.asqswwa.org](http://www.asqswwa.org)

Portland Section (#607): [www.asqpdx.com](http://www.asqpdx.com)



## QUALITY QUOTE

The most damaging phrase in the language is: "But, it's always been done that way."

- Rear Admiral Grace Hopper, U.S. Navy

### *Publication Information*

*The ASQ Columbia Basin Section 614 newsletter is published on a regular basis to inform members (and potential members!) about Section 614 activities and other news/information we feel may be of value to quality professionals. To be considered for the next newsletter, input must be received by the 22<sup>nd</sup> of the month.*

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