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AQA Quality Quarterly

Arizona Quality Alliance (480) 874-5815

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AQA Events

Upcoming AQA Events

- April 21: State Quality Award Application Workshop
- May 3: Intent to Apply Deadline
- May 12 Showcase Application Workshop
- May 14: Board of Examiner Application Deadline
- May – August: Board of Examiner Training
- July 16: Application Deadline
- August 11: Site Visit Workshop
- October 12: AQA 18th Conference on Performance Excellence.



Letter from the Executive Director, Karen L. Shepard

I would like to bring to your attention, the *Criteria for Performance Excellence*. You may work for an organization that is applying for recognition from the Arizona Performance Excellence Award Program. Perhaps you are an examiner, anticipating the 2010 evaluation cycle. Or you might be from an AQA member organization that supports our mission.

If you haven't heard of the *Criteria for Performance Excellence*, I would like to introduce you to the *Criteria*. This information can be found on our website at: <http://www.arizona-excellence.com/2010%20information/2010%20SQA%20Application%20&%20Criteria.pdf>

The AQA is a nonprofit corporation and an alliance of organizations that promotes and recognizes performance excellence through:

- The Performance Excellence Award Program
- Feedback for Improvement
- Professional Development Workshops
- Benchmarking Tours
- Networking Opportunities
- Training to Assess & Evaluate Organizations
- Mentoring

We provide affordable, in-depth organizational assessments using these *Criteria* for Performance Excellence. The process has been applied to schools, hospitals, Fortune 500 companies, government agencies, not-for-profit organizations and small businesses.

Every year, teams of AQA examiners are trained to provide the kind of evaluation and feedback that will enable you to drive your organization forward. And we have the track record to prove it: Arizona Departments of Revenue and Transportation, Arizona Game and Fish Department, Banner Health, Holsom Bakery, Honeywell, John C. Lincoln Deer Valley Hospital, Laboratory Sciences of Arizona, Maricopa County, Rio Salado College, Scottsdale Healthcare, The Boeing Company, the University of Phoenix, and others have taken advantage of AQA program offerings, earning recognition for their efforts along the way.

If you're already using performance resources like ISO 9001, Lean, a Balanced Scorecard or Six Sigma, you'll find that the *Criteria* for Performance Excellence works in conjunction with these tools, providing a holistic framework for all your performance initiatives.

Whether your organization is small or large, established or start-up, not-for-profit or focused on shareholders, the *Criteria* and the AQA evaluation process exist to help you achieve far-reaching goals. We're here to guide and support your efforts on your journey to continued excellence.

Get involved! Contact AQA today and let us help you to help yourself.

You'll make great business contacts and increase your personal skills while helping AQA achieve its mission!"

"I strongly encourage leaders of Arizona organizations to participate in AQA. I'm confident that it will strengthen their organization's awareness of quality performance, enhance their competitive market position, and bring new insights on how other companies outside their industry are raising the bar on quality."

**-David A. Dexter,
President & CEO,
Sonora Quest
Laboratories.**



Become an Examiner

2010 PERFORMANCE EXCELLENCE AWARDS PROGRAM

The **Arizona Quality Alliance (AQA)** is proud to announce the 2010 Performance Excellence Program is underway! We are offering the opportunity for you to be trained and serve as a member of the AQA Performance Excellence Program **Board of Examiners**.

Being an Examiner can be a powerful learning experience and a valuable professional development step for any individual.

Benefits include:

- ✦ Develop or refine YOUR analytical, teamwork, interviewing and writing skills
- ✦ Build and expand YOUR professional network and resume
- ✦ Increase YOUR ability to assist YOUR organization in continually improving its management systems and processes
- ✦ Learn firsthand of innovative approaches utilized by leading Arizona companies
- ✦ Receive continuing education credit for the training and examiner experience

You will learn how to:

- ✦ Use national Malcolm Baldrige award criteria to understand and evaluate an organization
- ✦ Conduct an effective assessment of quality performance
- ✦ Develop and provide non-prescriptive feedback in a management report
- ✦ Develop a strong understanding of a global set of guidelines for running an effective company
- ✦ Evaluate the quality systems of a range of organizations, from small and large manufacturing, healthcare, education and service companies to public sector organizations

To be considered as a *"potential examiner"*, submit an "Examiner Application" by **May 14, 2010** for the 2010 program. Examiners who have previously served must apply each year.

Notification will be emailed to all Potential Examiners by May 19, 2010, indicating their selection status.

Examiner applications and the Program Schedule can be found at: http://www.arizona-excellence.com/SQA_Program/Awards.htm. We look forward to working with you!

Organizational "Intent to Apply" & Application Information

By applying for an Arizona Performance Excellence Program award, you are taking a major step to improve your organization's performance and growth. Because of the learning inherent in completing the application and in the feedback you will receive, the effort that goes into applying for the Award should result in a significant return on your investment. The process will help you prioritize opportunities for improvement and identify strengths to celebrate. As a result, the rate at which your organization improves should accelerate.

The information can be found on our website at:

http://www.arizona-excellence.com/SQA_Program/Awards.htm

You will find the Intent to Apply & Eligibility Form along with the applications, criteria and guidance for the Showcase in Excellence Award and State Quality Awards. The deadline for the Intent to Apply form is **May 3, 2010** and we will be offering a workshop on "Making Your Application the Best It Can Be" in order to get you started early on completing your formal application which will be due on July 16, 2010.

Should you have any questions, please don't hesitate to contact the Arizona Quality Alliance (AQA) office at 480-874-5815 or Karen Shepard at kshepard@arizona-excellence.com

2010 Arizona Quality Alliance Performance Excellence Program Schedule



Governor's Award



Showcase Award

Date	Location	Item
May 3	AQA Office	Intent to Apply Forms Due
May 14	AQA Office	Examiner Applications Due
May 27	University of Phoenix, Phoenix	Introductory Examiner Training
June 3	BQM Associates, Tucson	Introductory Examiner Training
June 23	University of Phoenix, Phoenix	Examiner Stage 1 Training
July 7	BQM Associates, Tucson	Examiner Stage 1 Training
July 16	AQA Office	Award Applications Due
Aug 17 & 19	University of Phoenix, Phoenix	Examiner Stage 2 & 3 Training

AQA Technical Integrity Council (TIC)

The Technical Integrity Council is comprised of quality professionals from the Arizona business community. This dedicated group of volunteers provides the foundation for the Arizona Performance Excellence Program. This committee's role is to develop the award standards, ensure that integrity is maintained throughout the program, and to develop and

Clarissa Allen – Harland Clarke

Frank Bouchard – Bouchard Quality Mgmt Inc.

Judy Barker – L-3 Communications

Carla Carter – Carla Carter & Associates

Gloria Diaz – Arizona Game and Fish Department

Keith Dompier – Intel Corp.

Susie Duffy – Scottsdale Healthcare

Ellen Ermer – John C. Lincoln Health Network

Wayne Foraker – University of Phoenix

Carol Haney – The Boeing Company

Chuck Harrington – S & B Technical Products

Jane Humble – ASU Polytechnic

Sandy Kube – Deer Valley Unified School District.

Susan Rudel – Laboratory Sciences of Arizona

“Training and networking with Arizona Quality Alliance and other award winning facilities that value quality and performance excellence is exhilarating and powerful. The application process, the site survey and recognition for process excellence has created a positive synergy to showcase our entire facility. As a recipient of the Arizona Quality Alliance showcase award, we are looking forward to the association and the benefits that come from the knowledge and experience of other AQA Award recipients.”

-Polly Hrenchir, Clinical Director of Women's Services, Scottsdale Healthcare

Arizona Quality Alliance (AQA) using the Big Three – Facebook, Twitter & LinkedIn



Arizona Quality Alliance has gotten on board with utilizing the Social media websites. AQA is promoting our organization and programs through these Media to create public awareness, and in time, develop new memberships. AQA is currently on: Facebook, Twitter, LinkedIn and Xing (an international networking site). In addition to those sites, we now have an AQA Blog!



[Blog us!](#)

The most important aspect of utilizing the Social Media is to reach a larger audience in our promotion efforts. We have begun to post on our Blog which will automatically update Facebook, Twitter & LinkedIn on our current events and important dates. Invitations have been sent out to most of our members to “link” to us on LinkedIn and we will utilize the Twitter, Facebook and Xing email address interface, to continue sending out invitations to connect with us on these social media. Our public awareness is growing! LinkedIn has responded more favorably than the others, but we will continue our promotion efforts on all of them. On LinkedIn, we are now receiving invitations from people who have shown an interest in our organization and we currently have 41 connections. Xing being the last social media to sign up only has one follower. On Facebook we currently have 5 fans and on our Twitter account AQA is currently following 13 companies and we have 8 following the AQA. We encourage all of you to connect to us through one or all of these media. Our website has taken a slight change in appearance, making the front page more informative on information at a glance. There is also a link to comment on our blog. **Come Blog with us!!**

In the future, we hope to spend more time in engaging our readers who have connected with us.



For more information, click on banner

Join Baldrige Award Recipients and Industry Leaders

Why Attend?

Hundreds of leaders from business, educations, healthcare, and nonprofit organizations with a passion for excellence come together to network, share what's working and what's not, and learn how to achieve and sustain performance excellence within their organizations.

About the Baldrige National Quality Program

Created by Congress in 1987, the Baldrige Program educates organizations in performance excellence management and administers the Malcolm Baldrige National Quality Award. The Baldrige Program can be reached at 301-975-2036 or baldrige@nist.gov.

"I've always felt that the personal commitment and unselfish efforts of the AQA have helped in creating an environment of opportunities for organizations and companies by providing a forum and venue to improve their internal Quality Performance processes." **Glenn Oka, Raytheon**

Arizona Quality Alliance Workshop Schedule

<i>Date</i>	<i>Workshop</i>	<i>Location</i>	<i>Time</i>	<i>Presenter</i>
8/11/10	How to Prepare for a Site Visit	Sonora Quest Laboratories, 1255 W. Washington Street, Tempe, AZ 85281	1:00 - 3:30 pm	Jean Hammelev
05/12/10	How to Make Your Showcase Application the Best It Can Be	AmeriTech College @ Parkwood Plaza Bldg. 5501 N. 19th, Avenue, Ste, #200 (NE corner Missouri & 19th Avenue) - Surface parking behind/east of bldg.	1:00 - 4:30 pm	Speaker: Barbara Chatzkel, New River Group
04/21/10	Writing a Winning 50-page State Quality Award Application	AmeriTech College @ Parkwood Plaza Bldg. 5501 N. 19th, Avenue, Ste, #200 (NE corner Missouri & 19th Avenue) - Surface parking behind/east of bldg.	8:30 - am 12:30 pm	Speaker: Carla Carter, Carla Carter & Associate



This & That!

- The **US Department of Commerce** will be implementing a Baldrige-based performance management system throughout the Department of Commerce. In support of this effort, the Department of Commerce will be hiring a qualified person for the Director of Performance Excellence.
- **E-Learning Opportunities** – Online classes are available on organizational improvement and performance excellence training through our E-Learning Portal at: <http://alliance.qualitycampus.com/purchase/purchase.asp> . **Some programs are available in Spanish.** Call AQA if you have any questions, (480) 874-5815 or email at aqa@arizona-excellence.com
- The **AQA/Intel Mentoring Program** is spreading like wildfire! Quality New Mexico and Mass Excellence, both state Baldrige focused organizations have been looking at our model here in Arizona. Karen Shepard was a guest on the Performance Excellence USA Radio Show. The show aired on Sunday, March 14 on 770KKOB Show podcasts are available on www.qualitynewmexico.org, www.baldrigepe.org, www.asq.org, and www.baldrige.nist.gov. Thanks to Rudy Hacker, Sr Mgr Operational Excellence for Intel in Arizona who runs the program through the Corporate Quality Network for Intel.

18th Conference on Performance Excellence

Arizona Quality Alliance

The AQA will host its 18th Conference on Performance Excellence on Tuesday, October 12, 2010 at the Chaparral Suites in Scottsdale, Arizona.

The theme for this year's conference is, ***“Navigating Currents of Change – Sailing to Success.”***

The Keynote Presenter is Loretta Malandro, Ph.D. Dr. Malandro has developed a groundbreaking behavior-based methodology that is used around the globe to create top-performing leaders and high performance organizations. It is based on the simple but profound concept: In order to change your organization, you must be willing to alter your behavior and help others choose to change their behavior. This means demanding 100% accountability™ from your people – and yourself.

In today's ultracompetitive business environment, a new leadership approach is needed. Dr. Malandro's book, *Fearless Leadership* takes you step-by-step through the process of raising the behavioral standards that directly impact the bottom line.

During Dr. Malandro's presentation, she will touch on learning the secret behind:

- Confronting the blind spots that sabotage success
- Overcoming the success-strangling “need to be right”
- Eliminating silo mentality and building committed partnerships
- Ending compliance and gaining full support and alignment
- Talking straight and confronting difficult situations head on
- Building a culture of 100% Accountability

Everyone who attends the Conference on Performance Excellence will receive Dr. Malandro's book, *Fearless Leadership*. For a fresh new leadership approach, start reading her book now by linking to [Dr. Malandro's Excerpts](#). (If link does not work, please copy/paste into a new browser)

<http://www.arizona-excellence.com/2010%20information/Fearless%20Leadership%20Excerpt%20Malandro%2007012009%20e-version.pdf>

The AQA will also present a **Panel of Excellence** including recipients of the National Malcolm Baldrige Quality Award. To date, confirmed are Priscilla J. Nuwash, MBA, Director, Process Improvement, Poudre Valley Health System out of Fort Collins, Colorado, a recipient in 2008, and Brenda Clark, Associate Superintendent for Learning, Iredell-Statesville Schools out of Statesville, North Carolina, another recipient in 2008.

[Iredell-Statesville Schools](#) (If link does not work, please copy/paste into a new browser). http://www.arizona-excellence.com/2010%20information/Iredell_Statesville_Schools_Profile.pdf.

[Poudre Valley Health System](#) - (If link does not work, please copy/paste into a new browser). http://www.arizona-excellence.com/2010%20information/Poudre_Valley_Health_System_Profile.pdf

. We anticipate another one to two panelists representing other industry sectors to present on the Panel of Excellence.

The 18th Conference on Performance Excellence will also include breakout sessions, a networking luncheon and exhibitors.

The Call for Papers will be sent out in April for the breakout session topics and exhibitor information will be available in May. Registration materials will be available in early August. Any questions can be directed to Karen Shepard at kshepard@arizona-excellence.com

The Integration of Lean and Six Sigma

A New Approach to Process Improvement

Key Points

The philosophies of lean manufacturing and Six Sigma evolved independently, yet both have related operating philosophies. Six Sigma and lean manufacturing complement each other, improving quality.

When combining the two, emphasize lean first and introduce Six Sigma later.

A variety of quality tools, techniques, and strategies have been developed over the past couple of decades with the goal of reducing waste and improving process performance. Six Sigma and lean manufacturing are the most popular and widely recognized methodologies that have emerged. With industry giants, such as Toyota, Motorola, and General Electric, touting impressive results, many organizations have tried to match their success by adopting one system or the other. Unfortunately, this either/or approach to process improvement can limit a system's effectiveness and delay implementation.

Traditionally, lean and Six Sigma have been viewed as individual—even competing—approaches. Many practitioners today, however, realize these methodologies can be treated as complementary and synergistic. Using both methods simultaneously offers the chance to address all types of process problems with an effective toolkit. Honeywell has combined elements of lean and Six Sigma into something they call Six Sigma Plus, driving productivity, growth, and cash flow. Maytag has also developed its own combination of these methods, called LeanSigma™, and cross-trains its employees on both lean manufacturing and Six Sigma methodologies.

Identifying the strengths and weaknesses of each process provides insight when integrating the two approaches to create a single, well-rounded process improvement strategy.

The Focus of Lean

The focus of lean is the elimination of waste and non-value-added activities, while removing complexity from the process and assuring repeatability in tasks. A summary of lean principles follows:

- The primary goal is to eliminate waste and create flow.
- Often applied to manufacturing processes, other industry segments can benefit from lean principles as well.
- The teaching of lean principles involves little formal training.
- Lean principles include zero waiting time, pull (instead of push) scheduling, smaller batch sizes, line balancing, and shorter process times.
- Implementation of lean manufacturing principles frequently takes on a *cookbook* approach, based on best practices.
- Value Stream Mapping significantly drives project selection.
- The typical length of lean manufacturing projects is one week to three months.
- The viewpoint of the ultimate customer determines the value.

The Focus of Six Sigma

The focus of Six Sigma is increased profits, better product quality, improved employee morale, and a reduction in defects. A summary of Six Sigma follows:

- A methodology for improving business process capability and eliminating variation.
- Six Sigma can effectively be applied to all business processes.
- Six Sigma is a problem-solving approach that uses statistical methods to identify, reduce, or eliminate variations.

- The program uses dedicated resources, with a formal, broad-based training.
- Varieties of approaches are taken to project selection.
- Six Sigma projects typically can range from two to six months.

Combining Lean and Six Sigma

The philosophies of lean manufacturing and Six Sigma evolved independently, yet both have related operating philosophies, performance objectives, work focus, and more. As a result, many companies rely on both concepts to bring about production improvements.

Steps to combining lean manufacturing and Six Sigma include the following:

- Teach lean principles first and introduce the Six Sigma process later.
- Lean projects are tangible, visible, and quickly attainable. Emphasize lean during the initial adoption stages to increase momentum.
- Use Value Stream Mapping to develop a pipeline of projects and in identifying which projects lend themselves better to lean or Six Sigma tools.
- Be ready to make adjustments during training for each approach. Six Sigma can be applied to almost any process, while lean may be impractical in certain situations.
- Consider hiring a consultant who is a Six Sigma black belt and well-versed in lean methodologies. The consultant can provide advice on applying tools from each method to a variety of business problems and in choosing the best approach for each task.

"This article previously appeared in the Arizona MEP Bottom Line Solutions newsletter, and is used with permission."



"Any organization in Arizona serious about improving the way they do business needs to keep apprised of what's happening at AQA."

-James S. Luby, Vice President, Quality & Lean Enterprise, Boeing Mesa Quality"

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Thank you to Companies who Sponsor and Support the AQA!

Arizona Manufacturing Extension Partnership
(AzMEP) – In-kind office space and infrastructure

Banner Health Systems – In-kind meeting space

Blue Cross Blue Shield of Arizona (BCBS) – Supporting Sponsor

Boeing Company – Partnering Sponsor

CBIZ Mayer Hoffman McCann – Partnering Sponsor and in-kind tax preparation services

Intel Corporation – AQA/Intel Mentoring Program

Rio Salado College – In-kind training/meeting space

Scottsdale Healthcare – Supporting Sponsor

Sonora Quest Laboratories – Partnering Sponsor, in-kind training/meeting space & printing

The Phoenix Business Journal – In-kind advertising space in the List of Books

TriWest Healthcare Alliance – Supporting Sponsor

University of Phoenix – In-kind training space

AQA Mission Statement

The Arizona Quality Alliance is an alliance of organizations that promotes and recognizes performance excellence. To achieve our mission we will:

1. Administer the Performance Excellence Awards Program based on the Malcolm Baldrige Criteria; and annually recognize, showcase, and highlight outstanding achievement in performance excellence.
2. Train individuals to become experts at assessing and evaluating, entire organizations or individual processes - using the Criteria for Performance Excellence.
3. Facilitate programs so organizations can find and implement proven best practices to achieve a competitive advantage.
4. Provide organizations with a comprehensive, cost effective performance analysis with extensive feedback based on the Malcolm Baldrige criteria.
5. Create and deliver cutting edge workshops and seminars that will develop the skills and knowledge of performance excellence professionals.
6. Provide a dynamic environment for professional networking and knowledge sharing.

About Our Organization...

The Arizona Quality Alliance is an alliance of organizations that promotes and recognizes performance excellence.