



# Tucson Old Pueblo Section



Section 0707  
December 2009

## 2009-10 Section Officers:

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Treasurer: *Ted Williams*  
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## Technical Meeting

The Next TOPS Technical Meeting will be December 2009

<b>Date</b>	December 8 <sup>th</sup> , 2009
<b>Location</b>	Old Pueblo Grill
<b>Time</b>	5:30pm to 5:45pm Registration 5:45pm to 7:00pm Networking / Dinner \$20 7:00pm to 8:00pm Technical Meeting
<b>Cost</b>	Technical Meeting <b>Free</b> with RSVP and Member #

Performance Based Contracting (PBC) is all about how to move acquisition risks from the Government to the private sector. The fundamental concept of PBC is buying measurable performance and/or support outcomes, monitored with metrics, delivering customer capabilities. Please join us to learn about PBC basics and hear about a personal experience with a company internal PBC task agreement and other PBL success stories. He concludes with a look at the how PBC may be an indicator of an evolving US economy when compared to China.

Rick Hufford currently is the Supportability Engineering AIM-9X Section Head at Raytheon. He served as ASQ President in the Tucson chapter and represented Tucson at the international ASQ conference in Toronto, Canada. Rick has a BS in Engineering from the University of Memphis and has also attended the Performance Based Logistics conference in Alexandria Virginia this year. His work experience includes the space program, missile plant management and he has completed overseas engineering assignments. Rick enjoys spending time on his micro - ranch with wife Lara and their two grown boys Josh and Matt.





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## The 5 Whys?

The following example demonstrates the basic process:

My car will not start. (the problem)

*Why?* - The battery is dead. (first why)

*Why?* - The alternator is not functioning. (second why)

*Why?* - The alternator belt has broken. (third why)

*Why?* - The alternator belt was well beyond its useful service life and has never been replaced. (fourth why)

*Why?* - I have not been maintaining my car according to the recommended service schedule. (fifth why, a root cause)

The questioning for this example could be taken further to a sixth, seventh, or even greater level. This would be legitimate, as the "five" in 5 Whys is not gospel; rather, it is postulated that five [iterations](#) of asking why is generally sufficient to get to a root cause. The real key is to encourage the troubleshooter to avoid assumptions and logic traps and instead to trace the chain of causality in direct increments from the effect through any layers of abstraction to a root cause that still has some connection to the original problem.

## History

The technique was originally developed by [Sakichi Toyoda](#) and was later used within [Toyota](#) Motor Corporation during the evolution of their manufacturing methodologies. It is a critical component of problem solving training delivered as part of the induction into the [Toyota Production System](#). The architect of the Toyota Production System, [Taiichi Ohno](#), described the 5 whys method as "... the basis of Toyota's scientific approach ... by repeating why five times, the nature of the problem as well as its solution becomes clear."<sup>[1]</sup> The tool has seen widespread use beyond Toyota, and is now used within [Kaizen](#), [lean manufacturing](#), and [Six Sigma](#).



## Chair Message

As we get ready for the holiday season we are all very busy with events, functions, and projects both at home and at work. During this season, make sure you take some quality time with those friends and family.

We have a great discussion this month on Performance Based Contracting by Rick Hufford. Our meeting in January is in partnership with APICS here in Tucson and the topic will be Statistics in Manufacturing.

Finally, we need to find a back-up for Mark as Secretary. If you are interested, please contact a board member at the meeting on Tuesday.

From your friends at TOPS, we wish you a happy and safe holiday season and the best of luck as we go into 2010.

### Board Meetings

The board meets the first Tuesday of every month. Any member is welcomed to attend. Please contact any board member for information on location.

## Quality Connections

ASQ National: <http://www.asq.org>

ASQ Region 7: <http://www.asqregion7.org>

ASQ Section 0707: <http://www.asq0707.org>

Arizona Quality Alliance: <http://www.arizona-excellence.com>

Malcolm Baldrige National Quality Award: <http://www.nist.gov>





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## National Baldrige Program Calls for Examiner Applicants

- Who: Experienced professionals with a desire to grow and serve the country
- What: Application for the 2010 Baldrige Board of Examiners
- When: November 12, 2009 – January 7, 2010
- We need your help again. The Baldrige Program's success depends on the immeasurable service provided by our volunteer Examiners. The best way for the Baldrige Program to recruit applicants for the Board of Examiners is through word of mouth---through you. Please join the 2010 Board of Examiners and help us recruit new applicants.
- For the past 2 years, participation in the Baldrige Program has been ranked in the top 10 government leadership development programs by *Leadership Excellence*.
- Please share this message with others in your organization or associations. You can reapply today at <http://www.baldrige.nist.gov/Examiners/e1.htm>

### What does it involve?

- Join a group of industry experts and leaders in evaluating applicants for the Malcolm Baldrige National Quality Award
- Participate in a virtual assessment process involving independent and consensus reviews, and an on-site evaluation for any applicants the Panel of Judges selects for site visits

### Benefits

- Receive complimentary training on how to evaluate an application using the Baldrige Criteria and prepare an applicant feedback report
- Earn professional development CEUs (accredited by IACET)
- Network with other senior-level professionals from all sectors
- Learn how to use the Baldrige Criteria to improve processes and get world-class results
- Serve the country by helping to improve US performance
- Attend the invitation-only annual Award Ceremony with the President of the United States

### Who should apply?

- The Program's goal is to ensure broad representation from many industries, companies, and organizations in the for-profit, nonprofit, and public sectors. We are particularly interested in potential Examiners who are: senior managers; physicians; dentists; tenured professors in higher education; K-12 teachers, principals, and superintendents; or who have expertise in: nonprofit organizations, finance, automotive manufacturing, food manufacturing, insurance, retail merchandising, construction, and hotel and hospitality industries.
- Baldrige National Quality Program, NIST, 100 Bureau Drive, Gaithersburg MD 20899.





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## Metropolitan Education Commission, Tucson Arizona

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### "Key To Employment For the 21st Century"

Student Industry, Technology and Career Workshop and Expo January 28, 2010 - Tucson International Airport Main Terminal [www.metedu.org/key2e](http://www.metedu.org/key2e)

The Metropolitan Education Commission (MEC) is looking for presenters, exhibitors, sponsors, and raffle prizes for the 12th Annual Key To Employment for the 21st Century (Key2e) Industry, Technology and Career Workshop and Expo. This premier event will connect 1000 Southern Arizona high school students, and 100 teachers, to technology and 21st Century industries in Arizona. You can "Get Involved" in motivating students to pursue a course of study that will prepare them for college and rewarding science, technology, engineering and other 21st Century Careers. Here is what the "Explorers" will experience on this exciting

"Designing The Future ...You Can Make a Difference" is the theme of this "Career Exploration Journey". Students will discover some of the hottest and high-paying technology and 21st Century careers that will enable them to MAKE A DIFFERENCE creating the social and technological advancements that will define the future of our world. They will be captivated by dynamic industry based Exploratorium's (Workshops) and immersed in the action taking place in the Industry, Technology and Career Expo. They will see fascinating demonstrations and incredible technologies, discover great careers, gather lots of valuable resource materials, and explore options and directions to continue their education. Along the way they will meet some of Arizona's amazing industry professionals, engineers, educators, researchers, and even college students working at the cutting edge of science, technology and industry who will introduce them to careers in Aerospace, Information Technology and eLearning, Media Arts, Environmental Technology, Optics, Bio Sciences, Nanotechnology, Engineering, Hospitality Management, Healthcare and Architecture/Construction, Law/Fire Science and Public Safety, and more.

Lets not forget that there will be a multi-media presentation, Lunch, Raffle prizes and Super prizes. Here is how you can Get Involved ...

GET INVOLVED >>> Sign-on as a Sponsor ... Showcase your company, industry, or youth program in the Expo ... Step-up to present in an Industry/Career Exploratorium ... Donate raffle prizes (computers, iPods, cell phones, software, food coupons, etc.)

DETAILS AND ONLINE REGISTRATION >>> See our "Get Involved" page and download our "Get Involved" package from our Web Site [www.metedu.org/key2e](http://www.metedu.org/key2e)

Steve Peters, Project Coordinator, 520-321-1309 or <mailto:stevepeters@tucsonlink.org>





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2009 - 2010

## TOPS Calendar of Events

**Sept 09:** Capability Maturity Model Integration (CMMI) - Tom Lienhard

**Oct 09:** Quality Management System (QMS) at El Conquistador Resort

**Nov 09:** Process Qualification - Greg Wates

**Dec 09:** Performance Based Contracting – Rick Hufford

**Jan 10 :** Statistics in Manufacturing - Bill Messina (APICS Host)

**Feb 10 :** Universal Avionics Tour - Tucson

**Mar 10 :** Certification for Healthcare Professional – John Harrison

**Apr 10 :** SARSEF winners

**May 10 :** TBD  
(ASQ/APICS joint meeting  
--- host = ASQ)

## Unemployed ASQ Member Dues

Unemployed ASQ members receive a discount on their membership dues based on consecutive years of membership.

Consecutive Years of Membership Dues Discount: 1-4 50% 5 or more 100%

### **Eligibility Criteria**

You must be a Regular, Senior, or Fellow member.

Any years as a Forum, Associate, or enrolled student do not qualify.

You may submit this application only after being unemployed for at least 90 days.

You must be actively seeking employment.

Retired or self-employed members are not eligible. ASQ offers a similar benefit for retired members.

### **Benefits**

Your basic membership dues for the current membership year will be paid or partially paid by ASQ. Basic membership dues exclude additional Forums and Divisions, journals, and additional Sections (Seniors and Fellows—you keep your extra benefit of choice).

You may participate in the program for no more than two years in your membership lifetime. You must complete an application for the second year of participation.

After renewing your membership, please visit Careers in Quality to search for jobs, apply for positions online, and post your resume for employers to view.

<http://www.asq.org/members/account/unemployment.html>

