



## CHAIR'S MESSAGE

*By Eduardo Heidelberg*

We live in exciting times. As I am writing this, the primary process to elect a new President of the United States is in full swing, as is our process to elect Officers of the Section. You may say, "You are kidding, right? You are comparing something that affects me globally with a small issue related to the Section?" But the fact is, that these local issues are the ones that are closest to you. You can change the way the Section is run, and by so doing, change the benefits you get, the relationships you can forge, the Education offerings you can use, things that affect your personal and professional growth. Can you say that about the Presidential Election process? Perhaps, but I assure you, working with the Section is one of the most fulfilling activities you can engage in and I urge you to join us in doing that.

Our officers are elected for one year terms, and they include the Chair, either one or two Vice-Chairs, the Treasurer and the Secretary. In addition, we have a number of appointed positions, which lead the many Committees that are closest to our members, including Program, Newsletter, Internet, Certification, Re-Certification, Education, Placement and Scholarship. We meet the first Wednesday of every month, and we get to plan all the activities that you get to enjoy throughout the year. We get to know about all the local Quality events through our relationships with the Regional Directors, and about the latest technological advances in Quality with our connections with the many ASQ Divisions that are always at the forefront in advancing Quality knowledge in their specialty.

Just look at all the events either planned or completed this year. Attendance at each and every one of our dinner meetings has far exceeded our expectations, because our speakers are top notch and our members are able to improve their Quality knowledge by networking with smart, educated, committed professionals. As I write this, we are looking forward to tours of Reckitt Benckiser and Anheuser Busch in March and April. Then in May, we are planning a joint meeting with the Parenteral Drug Association

and the Food, Drug and Cosmetic Division of ASQ, at which an FDA representative will speak. And that is not all. We intend to finish our fiscal year with a fun event, by holding our annual "Volunteer Appreciation Dinner" at Brunswick Zone Bowling Lanes. Who said Quality folks don't have fun!

And there is always next year. We sure would like to get your input. We have already planned to include more exciting Dinner meetings with high caliber speakers, facility tours and a one day Conference on Quality in Pharmaceuticals, Biotech, and Medical Devices. You may have other ideas, but if you don't tell us, we can't act on them. So vote in the upcoming election, and come join us on the first Wednesday of every month.

Contact me at-  
[Eduardo.heidelberg@asqprinceton.org](mailto:Eduardo.heidelberg@asqprinceton.org), and join in the fun!

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## **Membership Report**

### **By Peter Sheren – Membership Committee Chairperson**

Over the past few months, many new members joined our section as the result of an EORO referral from a friend or colleague. Take a few minutes and refer someone TODAY! It Pays!

You know the value your membership in ASQ lends to your standing in the quality profession. Education, conferences, professional certification, literature resources and networking are among the many benefits of ASQ membership. Why not share the experience with someone you know? Many of your fellow Princeton Section members are already doing just that by participating in the Each One, Reach One (EORO) referral program. It's Easy. Begin by logging on to the ASQ web site using your login and password. In the upper right side of the page click the box titled "Refer a Member." The next page has a referral section to enter a name and e-mail. After clicking Send, an e-mail is sent inviting the individual to join ASQ. If you would prefer to use a printed application, it is available there as well. Either way, if they do join, you will receive 5 ASQ Bucks that you can use or accumulate to apply towards books, seminars, certifications, and dues. Get your company to join and receive 120 Bucks!

As of February, our section membership roll stands at 820 paid individuals. Included in this total were 457 regular, 336 senior, 4 fellows, and 10 students.

The Princeton Section would like to recognize the following new and transfer members joining our section over the last several months.

#### **December**

Eric Gulliver  
Rob Kerrigan  
Rafael Lopez  
James Monroe  
Pankaj Parekh

***EORO– Each  
One Reach  
One***

Melvin Rosado  
Ragupathy Veluswamy  
James T. Walsh

#### **January**

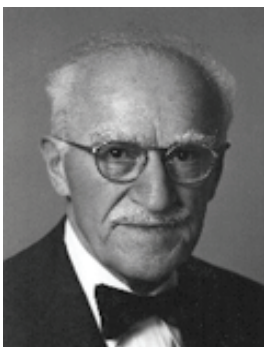
Deep Laxmi  
James Szeliga

#### **February**

Susan L. Albin  
Aspen D'Costa  
Lorrie Del Casale  
Marie Gayo  
George Horruitiner  
Stacey Janz  
Anurag Lodha  
Stacey Leonard-Green Mickle  
David Olson  
Kim A. Olson  
Lawrence Perruzza  
Vlad Sali  
Leonardo Saringan  
George T. Schwab  
Prashant Sharma  
Edith Sutherland  
Mark A Travis  
Megan Vernak  
Jonas Villegas  
Terry Vitaliano  
Patricia Zervic

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## **Dr. Joseph M. Juran (1904- 2008)**



One of quality's gurus, Dr. Joseph M. Juran, passed away February 28, 2008, at the age of 103. Known as the "father" of quality, he made many contributions in the field of quality management. He said, "It is most important that top management be quality-minded. In the absence of sincere manifestation of interest at the top, little will happen below."

Read more about Dr. Juran on the [ASQ Web site](#).

## ***It's an Opportunity...WITH A NEW APPROACH!*** ***by Christine Andreas, Scholarship Chairperson***

Once again I'd like to extend the opportunity for members of the Princeton Section to be awarded the Edwin Shecter Memorial Scholarship. As of publication of this newsletter, no one has taken advantage of our scholarship opportunity. Maybe you weren't aware of it! The process is simple and there is a new approach that was developed to make it even easier for you to apply for the scholarship or be nominated for it.

The Edwin Shecter Memorial Scholarship was established as a tribute to one of our long-standing Section members who was a great proponent of education as a tool to enhance personal performance. We did not award the scholarship in 2007 and I don't want to see that happen again in 2008. I know there are plenty of individuals in the Princeton Section that could take advantage of this opportunity. Please do so!!

In the summer of 2007, the Scholarship Committee met and decided to broaden the criterion for nominating an individual for the scholarship. For the 2007- 2008 year, an individual may nominate

him/herself for the scholarship **or** an individual may be nominated for the scholarship by another person. In addition, we also broadened the form of scholarship award. The recipient may still use the scholarship to attend one of the Princeton-Section sponsored courses **or** the recipient may use the scholarship to take a quality-related course offered by another organization. The amount of the scholarship is \$500.

To be eligible, you must be a member of the Princeton Section and provide a copy of your *curriculum vitae* and an essay describing your reasons why you are the most qualified individual to receive this award. Alternately, if you are nominated for the award by another person, this person must submit an essay describing their relationship to you and why they believe you are the most qualified candidate. Criteria used by the selection committee may be found on the website at [www.asqprinceton.org](http://www.asqprinceton.org). The scholarship recipient will be announced at the June 2008 dinner meeting. **The application deadline is April 30, 2008.**

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### **ASQ NEWS:** ***National Director Election***

The results are in for the 2008-10 national director elections. Congratulations to the following newly elected directors representing divisions:

Lou Ann Lathrop  
 Art Trepanier  
 Steve Wilson.

### **QUALITY QUOTE:**

- *A boss drives. A leader leads.*
- *A boss relies on authority. A leader relies on cooperation*
- *A boss says "I." A leader says "We."*
- *A boss creates fear. A leader creates confidence.*
- *A boss knows how. A leader shows how.*
- *A boss creates resentment. A leader breeds enthusiasm.*
- *A boss fixes blame. A leader fixes mistakes.*
- *A boss makes work drudgery. A leader makes work interesting.*

*-Anonymous-*

## **Effective and Efficient Reliability for Non-Reliability Professionals, Housekeepers, and Top Managers- Section 2**

**By David E. Verbitsky, PhD, CQE**

Let us consider one of the recent reliability events, which almost took down the International Space Station (ISS) in the middle of 2007. This widely broadcast incident attracted a lot of attention at first, but was almost forgotten by the Public, the Media, and even by the Quality Community in the end. Yet, it turned out to be a quite typical reliability example. Below is a brief summary of a detailed article written by NASA expert James Oberg, (IEEE Spectrum, 10/04/07).

Aboard the International Space Station (ISS), the three Russian computers that control the station's orientation have been happily humming away now for several weeks. And that's proof that the crisis in June that crippled the ISS and bloodied the U.S.-Russian partnership that supports it, has been solved. But the technological—and diplomatic—lessons of that crisis need to be fully understood and appreciated. Because, if the failure had occurred on the way to Mars, it probably would have been fatal, and it will likely be the same international partnership that builds the hardware for a future Mars mission.

During the first days of the computer failure in June, the station's atmosphere control system seized up. The failure also knocked out the autopilot's ability to hold the station steady during the undocking of the space shuttle. It was caused by a complete shut-down of secondary power to all computer channels, resulting in the loss of capability to control ISS Russian segment systems. Russian officials were quick to blame NASA for “zapping their computers” with “dirty” 28-volt power from a newly installed solar power wing. Another Russian explanation was that the expanded station structure might be the problem.

The crew bypassed a power-monitoring device on two of the three downed computers, using jumper cables and the computers began to function normally. Replacement parts were shipped to ground engineers wrestling with the fundamental question of cause and effect. They needed to know whether the problem really was fixed, or whether something could again trigger the system-wide crash of the supposedly triply redundant architecture. In the following weeks, the station crew disassembled and

inspected every piece of hardware. Multiple scopes and probes failed to find the flaw, but eyes and fingers eventually did. The connection pins from the power-monitoring device that they had bypassed earlier, were wet and corroded. Continuity checks showed that specific wires had failed. One of those lines had short-circuited. Also, in a shocking design flaw, there was a “power off” command leading to all three of the supposedly redundant processing units. The line was designed to protect the main computers, which are downstream of the power monitor, from power glitches too great for normal power filters to protect against. It does so by turning the computers off when it senses trouble. But in a failure unanticipated by its designers, this one command path itself killed all three processing units due to a single corrosion-induced short.

The corrosion source, water condensation, one of the most frequent culprits in avionics problems was quickly identified: Air flow and power usage were supposed to keep the computer cables warm enough to prevent water from condensing on them, but the dehumidifier had been malfunctioning, and its frequent on/off cycles led to water vapor surges. Also, a stream of cold air from another location on the dehumidifier helped drive the cable temperatures occasionally below the dew point.

### Reliability conclusions and lessons:

- In spite of initial failure signs, it was not complex computer circuits, but a simple connector that failed.
- The connector failure was a dependent event, caused by a dehumidifier malfunction. The latter sounds like a hidden glitch, which was not noticed promptly.
- Simple auxiliary parts (e.g., dehumidifier and connectors) typically do not get the attention that critical parts (e.g., PCs) do. This resulted in the following faults:
  - The simple parts turned out to be less reliable than more complex and vulnerable PCs;
  - While PCs had triple redundancy, the dehumidifier and connectors had none;
  - The parts were not covered by ISS built-in diagnostic and controlled system;

*(Cont'd on p. 7)*

**To: ASQ Princeton Members**  
**Subject: An Open Letter from the Education Committee...**

Dear Member,

*It has been a year and a half since I become intimately involved with ASQ Princeton. If by now we have not met or interacted with each other, I would like to take this opportunity to introduce myself. My name is Adnan Kadiri, your section education committee chair. I joined ASQ in July 2006; I am a senior ASQ member and ASQ Certified Quality Engineer.*

*I also would like to take this opportunity to thank all of those who have welcomed me to the section and supported me in taking over and managing the activities of the education committee since December 2007. The first name that comes to my mind is the name of the previous education chair: Lamia Metwally. Since I joined the education committee as the section's registrar, she has been a great mentor and wonderful friend. Thank you, Lamia, for all your help and I wish you the best of luck in your new endeavors! My gratitude goes also to the rest of the education committee's team members namely: Jitu Balar, Richard Eng, Fred Goodman, Peter Heimann, Nate Manco, and Sean Walsh. Without their continuous support and dedication, our section will not be able to fulfill one of its important services to its members: an education program that enhances the professional growth of each individual member as well as increases the overall value of being a member of our professional organization.*

*Of course it has and still a recurring challenge to put this yearly program together, provide the logistical support to make it happen, and have as many of you, the members, participate and benefit from our collective efforts.*

*During the last few years, ASQ Princeton has constantly offered refresher courses for Certified Quality Engineering (CQE), Certified Quality Auditor (CQA) and Manager of Quality/Organizational Excellence (CMQ/OE). One of the strategic goals of the education committee is to develop and offer new refresher courses each year to its members. Last year we introduced for the first time the Certified Software Quality Engineer (CSQE) course taught by Mr. Richard Eng. This year we would like to continue the trend and introduce new certification courses.*

*To do so, the education committee is soliciting the help of all its members. If you are ASQ certified and willing to share your expertise and knowledge with others and earn Recertification Units (RU)\* in the process please contact me\*\* to get you started and involved as early as possible. On the other hand, if you or your organization has specific education needs, please do not hesitate to contact me as well to see how the education committee of your local section can be of assistance. I hope that this open call for help will be answered by as many of you as possible. Meanwhile, respectfully accept my sincere wishes of success and prosperity in your personal and professional lives.*

With my Best Regards,  
Adnan Kadiri, ASQ Princeton Education Chair

\* An instructor can earn 0.15 RU per hour

Source: <http://www.asq.org/certification/recertification/rucredits/earn-rus.html>

\*\* Education chair contact info:

Mail: 122 East Gate Drive, Monmouth Junction, NJ 08852

E-Mail: [adnan.kadiri@asqprinceton.org](mailto:adnan.kadiri@asqprinceton.org)

## Princeton Section ASQ Schedule of Refresher Courses for 2008

*All courses are held at ImClone Systems Inc., Branchburg NJ\**

<b>Spring 2008</b>							
<i>Course Number</i>	<i>Title</i>	<i>Exam Application Deadline**</i>	<i>Course Start Date</i>	<i>Number of Sessions</i>	<i>Exam Date</i>	<i>Course Fee</i>	<i>Instructor(s)</i>
101	Mgr of Quality/Org. Excellence	1/11/08	<b>1/7/08</b>	8	3/1/08	\$440	Balar
102	CQE	4/4/08	<b>3/3/08</b>	12	6/7/08	\$575	Balar, Manco
103	CQA	4/4/08	<b>4/8/08</b>	7	6/7/08	\$400	Manco, Goodman
106	CSQE	4/4/08	<b>4/7/08</b>	5	6/7/08	\$400	Eng

<b>Fall 2008</b>							
<i>Course Number</i>	<i>Title</i>	<i>Exam Application Deadline*</i>	<i>Course Start Date</i>	<i>Number of Sessions</i>	<i>Exam Date</i>	<i>Course Fee</i>	<i>Instructor(s)</i>
101	Mgr of Quality/Org. Excellence	8/15/08	<b>8/4/08</b>	8	10/18/08	\$440	Balar
102	CQE	10/3/08	<b>8/25/08</b>	12	12/6/08	\$575	Balar, Manco
103	CQA	10/3/08	<b>10/7/08</b>	7	12/6/08	\$400	Manco, Goodman
106	CSQE	10/3/08	<b>10/20/08</b>	5	12/6/08	\$400	Eng

**\*This is our primary site. Depending on availability, courses may be held in other locations**  
**\*\*To take the exam, you must register with ASQ at 1- 800- 248-1946.**

**To register for courses, provide information requested below via mail or e-mail (preferred) to:**

**Adnan Kadiri**  
**122 East Gate Drive**  
**Monmouth Junction, NJ 08852**  
**732-230-0410**  
[adnan.kadiri@asqprinceton.org](mailto:adnan.kadiri@asqprinceton.org)

Name:	Company:
Home phone:	Company Phone:
E mail:	Company Address:
Course number and start date:	Fee must accompany registration. <b><u>Sorry, we cannot accept credit cards or Purchase Orders.</u></b>

We are always looking for ways to provide more educational opportunities for our members. In addition to the above listed courses, which are almost always run, the Princeton Section is willing to offer the following recertification courses, provided that there are a sufficient number of students. Additionally, if you are interested in teaching a course or giving a seminar, or if you would like more information on developing custom courses for your facility, contact [adnan.kadiri@asqprinceton.org](mailto:adnan.kadiri@asqprinceton.org).

- Certified Quality Technician
- Certified Quality Inspector
- Certified Reliability Engineer
- Certified Quality Improvement Associate
- Certified Calibration Technician

## *Effective and Efficient Reliability for Non-Reliability Professionals, Housekeepers, and Top Managers- Section 2*

*(Cont'd from p. 4)*

- Less than optimal mechanical layout led to connector corrosion and full failure.

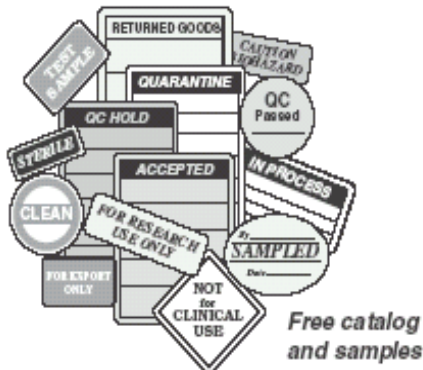
These are typical reliability problems. A key management lesson is that explainable administration impatience and attempts to simplify and accelerate failure analysis (FA) and/or Corrective and Preventive Actions (CAPA) can be misleading and may result in errors. These errors, in turn, can frustrate customers, reduce confidence, and lead to loss of business and even lives.

Imagine a similar string of faults happening within mass transportation (air, underground, marine, etc.) or with nuclear/chemical plant or air/missile defense control systems, leading to a disaster of Titanic, 9/11, or Chernobyl magnitude exceeding the worst Hollywood nightmares. In this case, it is difficult to identify a guilty person or organization since the ISS failure looks like an innocent string of unlucky coincidences. Nevertheless, valuable lessons can be learned and applied to minimizing recurrence of similar faults and failures.

*Do you have a story you would like to share with the Princeton Section? If so, contact PrincetonASQ @yahoo.com.*

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