

A Quality Evening

As we enter the 1990's, "Total Quality" has become the rallying cry for U.S. competitiveness. Organizations now are attempting to identify what "Quality" means for their businesses, to more fully understand the relations between strategy, management, process and product, and to implement organizational changes directed toward continuous improvement of all dimensions of the firm's operations. Public Law 100-107, signed into law Aug. 20, 1987, created the Malcolm Baldrige National Quality Award and thereby highlighted the overriding national importance of this "Quality Revolution."

The ongoing process of organizational change reflected in the Quality Revolution clearly requires both measurement and interpretation of data relating the firm's goals, achievements and opportunities. The Baldrige Award process reflects this requirement — one of the key concepts in the award's criteria is that management actions be based on "facts, data and analysis." While statisticians are of course aware that the quality revolution came about through the work of leaders such as Deming and Juran in statistical quality control, the Baldrige criteria have now highlighted for management and the public the essential role of statistical thinking. In addition, an educational role for statisticians arises under the premises of the Quality Revolution and the Baldrige criteria in that participation by all the firm's employees is considered essential. Presumably all employees should then have a basic facility with methods for identifying the achievements of and potential improvements in the processes they directly control or observe.

If ever there was a time for statisticians to assume a widely influential role in their firms, this is that time.

On Tuesday, June 11, 1991, the Chicago Chapter ASA will hold an evening dinner/workshop focusing on the Baldrige Award. An expert panel will discuss the award and the organizational achievements that the award recognizes and — primarily — will respond to your questions. In addition — and just as important — your colleagues who are interested in the measurement of organizational achievement and improvement of operations will be there. This dinner and panel discussion will promote precisely the areas the Baldrige Award is intended to promote, namely, awareness of

the role of quality as an element of competitiveness, understanding the requirements for quality excellence and sharing information on successful quality strategies and their benefits. Plan to attend this important workshop. Bring your questions and observations to share with other participants and our panel.

Among the members of our distinguished panel will be Professor Willard I. Zangwill of the University of Chicago's Graduate School of Business and Ronald M. Fortuna of Ernst and Young. Professor Zangwill is closely associated with the quality movement. His research attempts to unify quantitative and behavioral methods in management and has resulted in works spanning a range from fixed points and nonlinear programming to *Successes with People: The Theory Z Approach to Mutual Achievement*. Mr. Fortuna is a Senior Manager in Ernst and Young's Great Lakes Consulting Group. His areas of expertise include manufacturing management and the implementation of quality improvement programs. Before joining Ernst and Young, he served approximately 10 years in quality assurance and manufacturing, in both line and staff positions. Mr. Fortuna has authored several articles on quality improvement. He is a member of the American Society for Quality Control and is an ASQC Certified Quality Engineer. We also have made tentative arrangements with a senior examiner for the Baldrige Award and a senior manager of a Chicago area firm currently implementing a Baldrige-oriented quality improvement program to be on our panel. While we cannot announce these names as of the *Parameter* press deadline, pending final arrangements, we will be able to give full panel information when you call to register for the workshop. The panel, however, is shaping up to be stellar.

The dinner and panel discussion will be held at the East Bank Club, 500 N. Kingsbury Street (near the Merchandise Mart). The East Bank Club is one of the nation's best equipped health-oriented clubs and includes the workout "classics" such as weights and swimming facilities, along with high-tech fitness equipment and excellent dining facilities. It is worth seeing in its own right! Those of you who attended last year's *Statistics and the Law* dinner will recall the

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excellent food and service provided by the East Bank Club. We will hold a registration and cocktail hour from 5:30 p.m. to 6:30 p.m., during which a cash bar will be available. Dinner will be served at 6:30 p.m., and the panel discussion will begin immediately after dinner. Lively discussion with quality-oriented colleagues is, of course, encouraged throughout the evening.

To make reservations, call John Watts at 312-702-3031 by noon Friday, June 7, 1991. The price of the dinner and panel discussion to ASA Chicago Chapter members is \$40. Those who are currently non-members may attend by paying the Chapter's 1991 membership fee of \$10 in addition to the member price of \$40. Since the Chapter must make a firm commitment to the East Bank Club for dinner reservations, no-shows will be billed. If you have any problems leaving a message with John Watts, make reservations through Richard Smiley at 312-856-5923.

Even if you cannot attend, we would be most interested in hearing whether you are interested in the topic of the Baldrige Award, as this has been suggested as a basis for next year's Chicago Chapter ASA conference. Suggestions to your board members for workshop, conference or luncheon speakers on any topics are, of course, always appreciated.

Position to be Filled

Biostatistician position in multi-hospital cooperative clinical trials. Duties include design of studies, writing of protocols, directing ongoing studies, statistical analysis, publication, supervision of study personnel, management and administration. Projects both in biomedical fields and health services research. Master's or Ph.D. candidate will be considered. U.S. citizenship required. Send CV to William Henderson, Ph.D., Cooperative Studies Program (151K), VA Hospital, Hines, IL 60141. EOE, M/F/H

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Parameter, the official newsletter of the Chicago Chapter of the American Statistical Association, is published 11 times per year as a service for its members. Materials for publication should be submitted to the editor at Household Bank — 2E, 2700 Sanders Rd., Prospect Heights, IL 60070. **Deadline for the September Parameter is Aug. 16.**

Parameter offers a free placement service for ASA Chicago Chapter members. Job applicants should send a draft of their advertisement and a resume to the editor at the above address. Applicant names will remain confidential if requested.

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All officers, except David Muthler and Ross Patronsky, were elected on May 14. David and Ross will be proposed for election at the June 11th dinner meeting.