

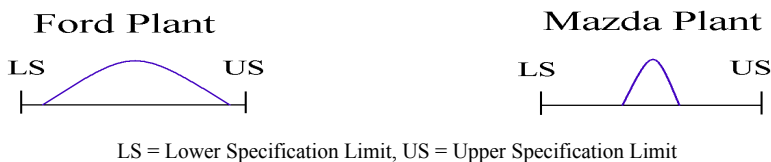
## Is Conformance to Specs Good Enough?

Fords' ATX transaxles were manufactured in two plants, the Ford Transmission plant in Batavia, Ohio and a Mazda plant in Japan. Both plants used the same drawings, but customer feedback and warranty claims made it clear that the transaxles produced at Mazda were considerably superior.

Ford conducted a detailed study of 10 Batavia transaxles and 10 Mazda transaxles, measuring every performance and physical characteristic that had a specification. The results looked good – all 20 transaxles met specs. However, histograms of the Ford measurements often spread out over the whole spec range, while most Mazda measurements were generally concentrated in the middle 25% of the spec range. On the critical dimensions, the Ford parts covered over 70% of the spec range, while the Mazda parts showed no discernible variation at all.

John Betti, Fords' VP of Powertrain, commented, “We worried about specification, they worried about uniformity. While we were satisfied and proud if we were to print, they worked on continuous improvement in the uniformity of the parts.”

Conformance to specifications is not wrong; it is just not a sufficient criterion to judge quality. Deming's philosophy is to look for better quality through continual improvement. Conformance to spec provides no encouragement to do better once specifications are being met consistently.



**100% Conformance to spec is not good enough!**

**When you're ready to go beyond just compliance, call PQA.**

## Quotable Quote

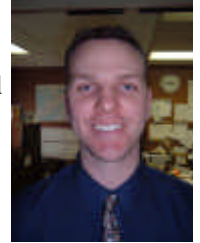
*“The purpose of learning is growth, and our minds, unlike our bodies, can continue growing as we continue to live.”*

-Mortimer J. Adler  
Educator and Philosopher

## New Faces At PQA

### KEITH CROSS

Keith is PQA's new Sales Associate and is responsible for all aspects of sales and marketing of PQA's products and services. Keith has over 11 years of experience in helping clients get their problems solved and opportunities captured. If you need help with sales, or want to be sold, Keith is your man.



### GREG WALLER

Greg is PQA's new IT Associate and is currently developing customized software for an energy conservation project. PQA has helped identify savings of \$12 Million and we're hoping for an additional \$50 Million during Phase III. Whether you need quality software, or software quality, PQA can help.



## Training Seminars For May/05

For more training workshop schedules go to [www.pqa.net](http://www.pqa.net)

London	
Supplier Development	05/27/05
Mississauga	
Critical Chain Project Management	05/03/05
Ford 8D	05/04/05
Statistical Techniques 1 (Basic)	05/05/05
Failure Mode and Effects Analysis (FMEA)	05/10/05
Advanced Product Quality Planning (APQP)	05/11/05
Production Part Approval Process (PPAP)	05/12/05
Reliability and Maintainability	05/17/05
ISO: Y2K	05/18/05
ISO: 14000	05/18/05
Internal Auditor Training	05/24/05
Internal Auditor Training	05/25/05
Continuous Improvement	05/26/05