



0401

# N E W S L E T T E R

## MONTREAL SECTION

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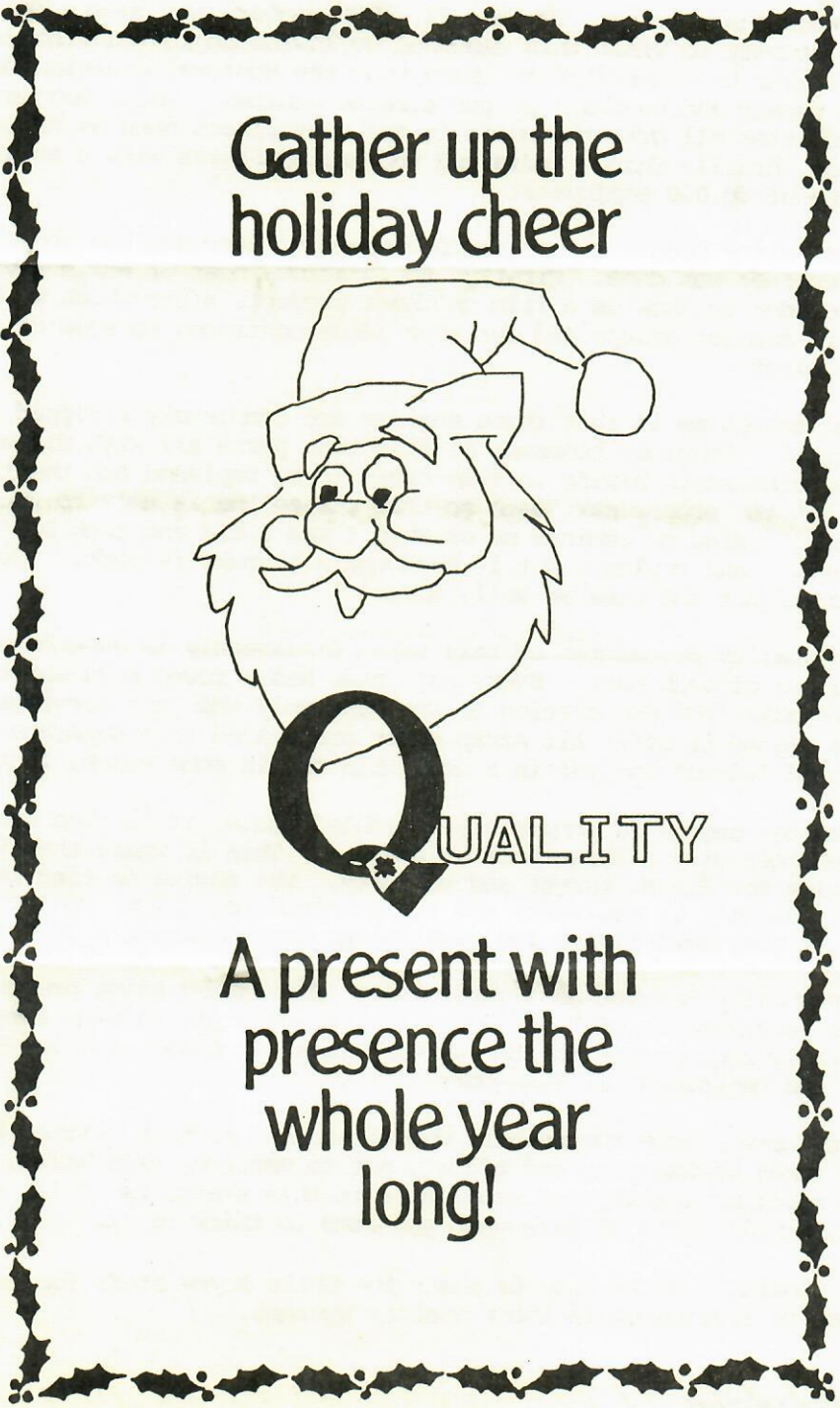
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### Gather up the holiday cheer



### A present with presence the whole year long!

VISIT TO ROLLS ROYCE CANADA LTEE. - OCTOBER 22, 1986

Hi! When our news editor asked me to write a newsletter on the recent plant tour of Rolls Royce, I told him I would try my best, so here goes. Hope you like it. If you don't, I guess you'll have to write to my news editor. He could use another volunteer, or two!

On Wednesday evening, October 22, 1986, members and guests had the opportunity to visit this renowned worldwide engine manufacturer. You might be interested to learn that the Montreal division services the repair and overhaul of gas turbine engines. Rolls Royces has facilities all over the world in far away places such as Australia, Japan, Brazil, China, India and the United States with a total workforce of 80,000 employees.

About sixty people in our group decided to find out how the overhaul of engines was done. Firstly, the gracious host of Rolls Royce proceeded to show us a film on their products after which we broke up in smaller groups and our tour guide continued to show us around the plant.

What amazes me is that these engines are completely stripped and rebuilt. Imagine, hundreds of different parts all with different characteristics having in some cases to be replaced and the trick is to put the proper part back so that the engine is able to function again! (Kind of reminds me of when I was a kid and took Dad's clock apart....and couldn't put it back again to make it work. Fortunately, such is not the case at Rolls Royce! )

The quality procedures of this total disassembly is done by exact routing of each part. Every part made has a route card and this part goes from one station to the next only when the previous operator has signed it off. All scrap parts are placed in a separate area, tagged "scrap" and put in a scrap bin or, in some cases, locked up.

When the engine is completely assembled again, it is then brought into a chamber with a large hole at one end. This is where they test the engine for R.P.M. thrust and velocity. The engine testing is monitored very closely by engineers who sit at simulated flight control panels as if they were flying the real thing, behind closed doors, of course.

The Quality Manager next gave a very interesting slide presentation on the requirements of Rolls Royce to its customers to whom they are totally responsible for the airworthiness of Canada and representatives of the Department of Transport.

I sincerely hope the members who attended this tour learned how much of total workmanship and effort, not to mention, dedication, it takes to maintain quality and excellence in this field, as it is, or should be, in all walks of life when you come to think of it.

In closing I would like to thank the Rolls Royce staff for taking the time to educate us in their quality systems.

Gerry Heimann

## President's Comments

Traveling around the sections and regions this past year as President-Elect has made me increasingly aware of the complex, multifaceted nature of our Society and its activities. We are an organization of 50,000 members, yet most of the work of the Society is done by small groups working independently. The Society's budget runs into the millions, yet the typical section bank account is far more modest than that of the typical family. Our initiatives are often dramatic and far reaching—National Quality Month and the Quality Month Fortune/ASQC Forum, for example—yet the most important work of the Society may be individual members working through community colleges or Junior Achievement groups.

Your Society's government is confederacy—albeit a complex one—made up of an overlapping membership of individuals, sections, and divisions (which in turn may be of a functional or industrial nature). Your officers are not a privileged class. They hold jobs like all other members. Their costs of participation are paid by the individuals themselves or their companies. They are members like you who have accepted particular burdens of responsibility. The rewards for participation are substantial—they just happen to be intangible. They are mainly the rewards people give to people without the distracting intervention of bank accounts or committees or elections. "Society" is a good name for what we are. It suggests community more than organization. It suggests values over rewards.

Also, we're not in this alone. Without fanfare, our companies shoulder a substantial financial burden in the operation of our Society. All those costs of participation that are not borne by us as individuals are picked up by our companies. Having done that, many companies dig deeper to fund a Sustaining Membership or provide special support to a national or local initiative. It wouldn't be too bad an idea for those of us who have that kind of support to pause every once in a while with a "Hey, boss, thanks."

But all this togetherness and support doesn't suggest that Society affairs run with silky smoothness. We're 50,000 people with a lot of different opinions, perspectives, priorities, and constituencies. That's as it should be. The bottom line? We argue a lot. That's as it should be, too. Unanimity is rare. Consensus is what we operate on. And there are times when it seems like we are trying to row an aircraft carrier. If you're new on board and haven't found an oar yet, just look around. There's one for you. I can assure you that the pay is zilch, the hours can be long, and criticism is sometimes abundant—but the rewards are outstanding. Welcome aboard.

Oh, by the way. Thanks, Sam. Thanks, Bill.

Dana M. Cound  
President



Your 1986-87 Executive Committee

Rear: Denis MARTIN, JP AMIEL, Alan SMITH, Stewart LAVALLIERE,  
George ANDREWS  
Front: Gerald HEIMANN, Debbie DESLAURIERS, Charles CHEUN,  
David TOZER  
Missed their chance: Len BARTH, Lin HUMPHRIES, Anthony DON  
Edmund RATNEIYA

A VERY HAPPY AND SAFE HOLIDAY SEASON AND  
FOR THE COMING YEAR OUR VERY BEST WISHES

PRATT AND WHITNEY, OCTOBER 29, 1986

It was a cold and rainy night, but 42 persons managed to drive out to Longueuil to attend the Pratt & Whitney (P&W) visit. We were greeted with a warm cup of coffee and a brief introduction to the company's long career in engine building.

P&W has been established in Canada since 1928, but it was in 1964 that it designed and manufactured the PT6 turbo-prop engine which propelled them (pun intended) into the lime-light. Today a large number of business and regional/commuter aircraft are powered by Pratt and Whitney engines.

There followed a presentation by Mr P. Chenail, Manager of Procurement Quality, on the role he played in P&W's new operations in Halifax. The company has decided to use CIM (Computer Integrated Manufacturing) as its strategy for simplification, integration and automation. With this plant, P&W expects to reduce lead-time from the present 24 weeks to about 4.

We were then split-up into small groups and taken for a quick look at the plant..... Engine parts everywhere.... how do they keep track of all this? It's really incredible. We only got a chance to see some of their compressor blade and gear train inspection techniques..... it is long and involved but critical.

Overall a very interesting tour. Thank-you to Pratt & Whitney for their hospitality.

JP Amiel

LETTERS TO THE EDITOR:

o Where are YOUR articles? The address hasn't changed. Send me your thoughts.

o This month Gerry Heimann roars into the publishing world with his report on the visit at Rolls Royce. Thanks Gerry!

o Send all your letters and articles to:

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|                |
|  JP AMIEL, BOX 94  |
| c/o CANADIAN MARCONI COMPANY |
| 2442 Trenton Ave  |
| MONTREAL H3P 1Y9  |
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+-----+
| 514-341-7630 Ex 4845 |
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The following persons receive complimentary copies of our Newsletter

Ms Debra OWENS	ASQC, Milwaukee, Wisconsin
Mr Carl-Gunnar DYSTHE	Montreal Board of Trade
Mr Liguori M. LEFEBVRE	ASQC, Regional Director
Mr JP Wallace	ASQC, Judge, Meeting Notices and Conferences
Mr F. Corcoran	ASQC, Judge, Newsletter



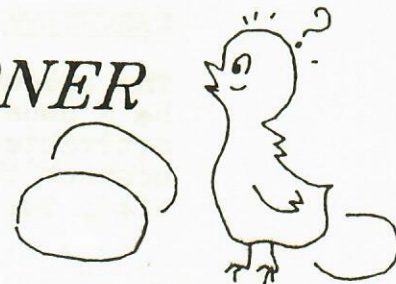
MONTREAL SECTION

0401

# American Society for Quality Control

P.O. BOX 444, POINTE CLAIRE — DORVAL H9R 4P3

## NEW MEMBERS' CORNER



We wish to welcome the following new members to the Montreal Section:

Kim Craig  
QA Administrator  
CANADIAN MARCONI COMPANY  
Lorraine, Québec

Lise GLEETTON  
QA Inspector  
ROTHMANS OF PALL MALL Ltd  
Québec, Québec

Thomas R KAGAWA  
Inspector  
ILCO UNICAN  
Montreal, Québec

Lynn VERCHEREOWSKY  
President  
MANAC SYSTEMS INTL Ltd  
Montreal, Québec

Derek WATSON  
QA Supervisor  
CANADIAN MARCONI COMPANY  
Mont Royal, Québec

John A WILSON  
President  
J A WILSON CONSULTING  
Ottawa, Ontario

Total PAID membership is now at 305. There are still 47 unpaid.

### MEMBERSHIP NEWS:

You will be glad to hear that YOU TOO may become a member of the Montreal Section of the American Society for Quality Control. To obtain more information or an application form, just contact Mr George Andrews at 341-7630 ext. 4629.

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If you are receiving a copy of the Newsletter and other members that you know do not OR they are not receiving QUALITY PROGRESS (the monthly ASQC publication) please call George to have the necessary corrections recorded.

### SUSTAINING MEMBERS:

The Montreal Section has the following corporate sustaining members;

BELL NORTHERN RESEARCH	Ottawa, Ontario
C.I.P. Inc.	Montreal, Quebec
ELECTROLUX CANADA	Pointe Claire, Quebec
VARIAN CANADA, Microwave Div.	Georgetown, Ontario
MONSANTO CANADA Ltd.	Lasalle, Quebec

If your company wishes to sign up, or require more information contact the membership chairman.

## EXECUTIVE COMMITTEE MEETINGS

The executive committee meetings are open to all members and are held usually meets once a month, to discuss the upcoming activities, new ideas and programs. To attend a meeting, contact the Secretary, Debbie Deslauriers, at 744-1511 ext. 3246, for details of the upcoming meeting.

## QUALITY SAMPLES

### SUB-SECTION:

o The Montreal Section covers a large geographic area. The executive is looking for volunteer members outside of Montreal who would like to give some of their time in arranging a sub-section. The goal is to obtain the maximum of participation from all our members, wherever they are. If you are interested in this, please contact George Andrews at 514-341-7630 x4629, or write to him at;

CANADIAN MARCONI  
Box 94  
2442 Trenton Ave  
Montreal, H3P 1Y9

### FUTURE ACTIVITIES:

o Is there an activity that is happening in your area that could interest our membership? Please pass it along to me and I will put it in the Newsletter.

### COMING MONTHS:

o January's meeting will be held at CIRCO CRAFT, a manufacturer of hybrid microcircuits. This will be a very interesting 'high tech' visit and we are looking forward to seeing you there. Keep the 28th free and an eye on the January Newsletter for more details on this tour.

o The executive is planning to bring Edmund back from Ontario to give us a presentation on Software Quality Control in February.

o The Montreal Section is preparing to offer a course in "Practical Quality Engineering". It is the intent to offer this course sometime in March 1987. If you are interested, please contact Debby Deslauriers at 744-1511, ex 3246.



★ SEE PAGE 9 ★

## The Society's Financial Performance For The Two Months Ended August 31, 1986

Total revenue for the two months ended August 31, 1986 was \$2,800,447 or 16.5% greater than total revenue of \$2,338,190 earned during the same period a year ago. Total expenses for the same period in fiscal 1987 and fiscal 1986 were \$1,563,585 and \$1,197,542, respectively, resulting in \$96,214 greater excess revenue through the first two months of this year as compared to the prior year.

Excess revenue generated through the General Fund was \$2,680 under budget for the first two months of fiscal 1987. Year-to-date actual revenue generated has exceeded budget expectations by \$37,058 or 1.3% while actual expenses during the first two months of fiscal 1987 are over budget by \$39,738 or 12.3%.

The results of operations for the two months ended August 31, 1986 are not, however, necessarily indicative of the results which may be expected for fiscal year 1987 because of seasonal factors among other things.

For further information regarding the financial status of the Society, contact Mike Thiel, director of finance and administration or Brad Hoffman, managing accountant, at ASQC Headquarters.

### Practical Quality Engineering

A new twelve-module course designed around the Certified Quality Engineer Body of Knowledge, is the newest "coming attraction" from ASQC in the area of training programs. This course is structured for presentation in three-hour blocks of time.

A special feature of "Practical Quality Engineering" is that it will be managed by ASQC Headquarters but will be taught at the local level by qualified trainers. Before the course is released, institutions such as ASQC sections, community colleges, and local quality/productivity organizations will be qualified as "approved providers" to teach it locally. In this respect, ASQC is following the example set by the very successful "Transformation of American Industry" course developed at Jackson Community College, Jackson, Mich.

### 41st Annual Quality Congress

Quality: The Universal Equation  
for Excellence

The 41st Annual Quality Congress will be held on May 4-6, 1987 in Minneapolis, Minnesota. Watch for the preliminary program in the December issue of *Quality Progress* or contact Jane Hilke, ASQC Headquarters, (414) 272-8575.

### ANSI/ASQC Announcing A New Standard

A new standard, Q1-1986 Generic Guidelines for Auditing of Quality Systems, is now available through the Publications Department. The standards area would like to thank Chairman Walter Willborn and all of those who participated in the writing and reviewing of this project for their hard work.

To order this new standard, you should call ASQC at 800-952-6587 (in Wisconsin, call 414-272-8575) and ask about Order Number T26.

### New Taguchi text

LANHAM, Md.—Dr. Genichi Taguchi's eagerly awaited book, *Introduction to Quality Engineering*, is now available.

Many corporations are starting to realize that high quality and lower costs can be achieved only by starting at the front end of the product cycle, with the design of both the product and its manufacturing process. This book is an introduction to Dr. Taguchi's "Off-Line" system of QC, which optimizes the design of experiments through the use of parameter design, simple methods for constructing orthogonal arrays, and other methods of achieving product uniformity.

*Introduction to Quality Engineering* costs \$29.50 and is available from UNIPUB/Kraus International Publications, 10033-F King Highway, Lanham, Md. 20706-4391.

### Research at Census Bureau Focuses on Quality

"Improving the Quality of Survey Results" is the overall theme of the U.S. Census Bureau's Third Annual Research Conference, which will begin on March 29, 1987, and run through April 1 at the Omni International Hotel in Baltimore. Competition for a slot on the program was keen: just 30 papers have been selected from a field of more than 115 abstracts submitted as a result of the bureau's first call for papers for this event. These papers include such topics as designing quality into consensus and surveys, effects of confidentiality protection methods on data use, quality issues in income statistics, designing automated data editing systems, quality of housing statistics, and more. If you would like more information, contact Carolee Bush, Office of the Director, Bureau of the Census, Washington, DC 20233, (301) 763-4900.

### Stifle It

Many companies seem to have an unspoken policy of smothering enterprise and stifling innovation among their employees. Or so observes sociologist Rosabeth Moss Kanter in her recently published book, *The Change Masters: Innovations for Productivity in the American Corporation*.

Here are Ms. Kanter's ten guidelines for keeping a lid on corporate creativity:

1. Regard any new idea from below with suspicion—because it's new and because it's from below.
2. Insist that people who need your approval to act go through several other levels of managers first to get their signatures.
3. Ask departments or individuals to challenge and criticize each other's proposals. That saves you the job of deciding; you just pick the survivor.
4. Express your criticisms freely, and withhold your praise. (That keeps people on their toes.) Let them know they can be fired at any time.
5. Treat identification of problems as signs of failure, to discourage people from letting you know when something isn't working.
6. Control everything carefully. Make sure people count anything that can be counted, frequently.
7. Make decisions to reorganize or change policies in secret, and spring them on people unexpectedly. (That also will keep all staff members on their toes.)
8. Make sure that requests for information are fully justified, and make sure that it is not given out to managers freely. (You don't want data to fall into the wrong hands.)
9. Assign to lower-level managers, in the name of delegation and participation, responsibility for figuring out how to cut back, lay off, move people around, or otherwise implement threatening decisions you have made. And get them to do it quickly.
10. And above all, never forget that you, the higher-ups, already know everything important about this business.

### New Staff

Nancy Karabatsos, formerly senior editor of *Quality* magazine, has joined the American Society for Quality Control to manage the Society's monthly journal, *Quality Progress*.

As managing editor, Nancy will manage the monthly preparation of *Quality Progress'* editorial package. Her responsibilities also include long-term editorial planning, liaison with authors, writing, editing, and interviewing.

Nancy has six years of editorial experience. She has a broad range of knowledge in the quality control field, as well as in magazine publishing. She brings to ASQC new contacts and resources, and a unique insight into the area of quality control.

"ASQC and *Quality Progress* are in the midst of an exciting growth period," said Nancy, "and I'm happy to be a part of it. I plan to help *Quality Progress* fulfill as much of its potential as possible."

The Headquarters staff would like to welcome Nancy and wish her success in her new position.

# IN PURSUIT OF EXCELLENCE

## Overview

Beginning in 1966, the American Society for Quality Control pioneered an important step in professional development: it launched a program of peer recognition through formal certification for the Quality Engineer.

Today, ASQC offers a wide variety of certification programs for the Reliability Engineer, Quality Technician, Mechanical Inspector, Quality Engineer, and the Quality Engineer-in-training.

Over 11,000 quality professionals have achieved this professional advantage. Formal endorsements have been received from industry and government. Employers around the world utilize these certification programs in their personnel policies.

## Certification Programs

ASQC offers the following certification programs:

### Reliability Engineer Certification Program

The Certified Reliability Engineer Program is designed for professionals with eight years of experience, who understand and can apply the principles of performance evaluation and prediction to improve product/systems safety, reliability, and maintainability.

### Quality Engineer Certification Program

The Certified Quality Engineer Program is designed for professionals with eight years of experience who understand and can apply the principles of product and service quality evaluation and control.

### Quality Engineer-in-training Certification Program

The Quality Engineer-in-training Program is designed for professionals who have a bachelor's degree in quality technology, math, the sciences, engineering, or a related field, but who lack sufficient experience to become a Certified Quality Engineer.

### Quality Technician Certification Program

The Certified Quality Technician Program is designed for the paraprofessional who has four years of experience in Quality Technology/Inspection and who, in support of and under the direction of Quality Engineers or Supervisors, can carry out in a responsible manner proven techniques in quality technology.

### Mechanical Inspector Certification Program

The Certified Mechanical Inspector Program is designed for the inspector who has five years of experience in mechanical inspection or a related field, or two years of experience and a high school diploma.

■ The "Quality First" bandwagon is rolling and under an increasing head of steam. Influential organizations and individuals are rallying around the quality issue, making it the predominant business crusade of the '80s. Needless to say, there is a great diversity among ideas regarding how the issue is best served; and there is room for all in this crusade and appropriate places for a wide variety of initiatives.

For obvious reasons, ASQC is expected to play a leadership role in developments that can advance the cause of quality. Our endorsement and participation lend stature to any program in which we take part. Your Society will support, with its full energy, any program aimed at the improvement of products and services of business, industry, government, and academia. But an important facet of our leadership role is to maintain stewardship of the quality issue to assure that it doesn't become simply another passing fad on the management scene. This means that our prestige should be lent only to substantive efforts of long-term merit, avoiding those—no matter how well intended—that are hollow or could be considered parochial or self-serving.

■ Product and service quality was ranked as the most critical issue facing American business in the next three years by 41% of the executives of Fortune 500 and other manufacturing/service companies, in a new survey released October 14, 1986.

Interestingly, a heavy majority—64%—chose customer complaints to determine the quality of products and services, instead of relying on the preventive measures of their quality department.

These were among the results of a Gallup Survey reflecting the quality attitudes, values and practices of a cross-section of 698 senior executives. The survey was commissioned by ASQC and is the second in a series designed to measure the quality of American products and services.

Some other survey highlights revealed:

- Only 29% of the executives profess strong confidence in the quality of U.S. products and services and they have grossly underestimated the confidence of adult consumers at 12% when, in fact, it was measured at 51% last year.

- Although 70% estimated the cost of poor quality (warranties, recall, rework, etc.) at 10% or less of gross sales, 23% of the Fortune 500 executives didn't even know the costs associated with producing a quality product or service.

- Fifteen percent (15%) of executives disagree with the statement, "There is a direct positive correlation between quality and productivity." That figure jumps to 21% among chief executive officers.

- Sixty percent (60%) rank IBM as the #1 quality company in the world. GE was a distant second with 26%.

Commenting on the survey's results, Dana Cound, ASQC president and senior quality executive at GenCorp, said: "Although the overwhelming majority of chief executives see a direct, positive correlation between quality and productivity, I'm deeply concerned about the 21% who don't. And when 67% of the executives polled say that they rely primarily on customer complaints, an after-the-fact measurement, as the best way to determine the quality of their products and services, I am greatly troubled."

He explained that most quality experts put the cost of quality at 25% or more of gross sales. Only 6% of the executives surveyed agreed with the "experts." Cound said: "The Japanese cost of quality—their competitive edge, is in fact where we wish ours was."

A complete copy of the survey and results are available from ASQC Headquarters. To order a copy call ASQC's Publications Department at 800-952-6587.

In addition to being paperwork factories, service industries also contain some manufacturing operations.

The Irving Trust Company of New York is an \$18 billion bank. In its many operations, the bank processes hundreds of thousands of checks every day. In addition, hundreds of rolls of microfilm are processed each day.

Small deviations from standard in high-speed production sorters result in machine downtime—and are frequent sources of mistakes. To assure the quality of the processing, the bank has a completely outfitted laboratory. It can test checks according to ANSI X3.2 and X3.3 as well as paper standards in ANSI X9b. The process controls on microfilm require the methylene blue test according to ANSI Ph4.4.

Various pieces of equipment are used

for these tests. For the MICR (Magnetic Ink Character Recognition) symbols, a specially equipped oscilloscope is used. The Micrex MICR tester allows interpretation of signal strength and shape. A Nikon C-6 comparator with 20 and 50 power objectives detects printing defects. A special fiberoptic light source gives the necessary illumination. An X-Y stage fitted with a two-inch micrometer each way allows measurement to the nearest 10-thousandth of an inch. A Nikon light-section microscope permits measurement of embossment of the printing on paper to the nearest 10-thousandth of an inch.

Additional equipment consists of a 12-power pocket comparator, a Gardon gage for checking print position, a "basis" weight scale and a paper micrometer. For the methylene blue test, a Beckman spectrophotometer is used.



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o We are looking for companies to sponsor the publishing of the Newsletter. Wel'l be glad to PROMINENTLY state the fact that you or your company has sponsored the Newsletter.

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Contact our PUBLICITY man, David Tozer at 695-2028.

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Send résumé to, or call for information;

Mr Don Bolduck
Personnel Manager
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PO BOX 1300
Rockland, Ontario
K0A 3A0

(Rockland is located 20 minutes East of Ottawa along the 417)

ELECTRONIC COMPONENTS SPECIALIST

As the successful candidate, you will be a graduate electronics engineer or equivalent, with a minimum of 3 years of components and reliability experience and a knowledge of appropriate military specifications; with experience in specifying and evaluating military standard and non-standard parts and material as used in state-of-the-art communications equipment.

Duties include specifying and evaluating components, parts qualification, vendor approval, preparation of preferred parts catalogues.

EMC CANADIAN MARCONI COMPANY
DEFENCE COMMUNICATIONS DIVISION

QUALITY ENGINEERING SPECIALIST
(Electronic Engineering)

As the successful candidate, you will be a graduate electronics engineer or equivalent, with a minimum of 3 years of experience in a similar position in a high technology manufacturing environment. Responsible for Quality Engineering duties on a program basis, you must be thoroughly familiar with telecommunications equipment and related military specifications.

Duties include Quality standards, Quality Programs Control, Technical Manuals, Validation, Preparation of test plans (reliability, pre-production, environment) and preparation of technical reports.

Please forward your résumé in confidence, outlining your education, experience and salary objectives, and quoting file #CT-147, to the:

QUALITY ENGINEERING SPECIALIST
(Mechanical Engineering)

As the successful candidate, you will be a graduate mechanical engineer or equivalent, with a minimum of 3 years of experience in a similar position in a high technology manufacturing environment. Responsible for Quality Engineering duties related to Mechanical Engineering, you must be familiar with manufacturing processes such as plating and casting and environmental testing and related military specifications.

Duties include process evaluation, preparation of environmental test plans, stress and failure analysis, quality investigations, support to Inspection and preparation of technical reports.

Manager, Personnel Administration
2438 Trenton Avenue
Town of Mount Royal, Quebec
H3P 1Y9



*Happy Holidays*

With Best Wishes  
For The Coming New Year

**YOUR AD HERE**

See Inside For Details !!!



MONTREAL SECTION

P.O. BOX 444, POINTE CLAIRE  
DORVAL H9R 4P3



To :

JEAN-PIERRE AMIEL CANADIAN MARCONI CO. 2950 GOYER # 21 MONTREAL, QC	31 H3S 1H5
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