



American Society for Quality Control

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MONTREAL SECTION
0401

NEWSLETTER

MONTREAL SECTION

DECEMBER 87

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CERTIFICATION NIGHT

What's a CQT? Better yet, what's a CQE? If you are interested in what a Certified Quality Technician or a Certified Quality Engineer is or what it takes to become one, Roger GUITARD has prepared a small presentation on the ASQC Certification programs.

DATE: 11 January 1987

TIME: 6:30 PM

PLACE: BENDIX-AVELEX
200 Laurentian Blvd
Ville St Laurent

DIRECTIONS: From the Metropolitan Blvd, take the Decarie North exit and turn right at the St Louis exit. Turn left and keep right onto Laurentian Blvd.

1988

On next year's agenda we hope to bring you a presentation from Air Canada, a tour of Northern Telecom, a presentation in Ottawa at The Ottawa Heart Institute, and hopefully a Management Night with Mr Ken Kivenko, CEO Bendix-Avelex.

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HAPPY NEW YEAR , AND ALL THE BEST FOR THE HOLIDAYS



NEW MEMBERS' CORNER

Welcome to the following new members of the MONTREAL SECTION

Steve ABARE
Norwich, Ontario

Hannah ANTKOWIAK
Asst Dir QC
AYERST LABORATORIES Inc
St Laurent, Québec

Leon BANKS
QC Manager
THOMAS EQUIPMENT Ltd
Centreville, New Brunswick

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Superintendent QA
TRANSPORTS CANADA
Dorval, Québec

Suresh HINGORANI
Corporate Quality Mgr
PYLON ELECTRONIC DEV Co Ltd
Ottawa, Ontario

Roy MARTINELL
QA Specialist
CALIAN TECHNOLOGY Ltd
Ottawa, Ontario

Arthur STACK
London, Ontario

THE WORLD ACCORDING TO Q

Well it's coming around. A brand New Year in which to resolve to reduce those scrap rates, improve those Quality levels, while trying to juggle deliveries and lower costs. (Oooff!)

At the editor's desk, it's hard, I am running out of ideas for this newsletter and I sometimes find it difficult to assemble one more. I won't quit however (I don't usually do). So for next year I hope to bring you a bit more of news on life in the quality lane. What I want from you is your assistance. Tell me what's going on in your area, attend your section's meetings and keep plugging Quality.

Rumors are that some sub-sections are being considered. We have had requests from New Brunswick, Ottawa and northern New York. If you're interested, contact George ANDREWS at (514)341-7630 (ext 4629). If you have program suggestions, call Avinash JANI at (514)744-2811 (ext 7647).

Also in the works is a series of articles on Quality, to be prepared by Dr Joan KAHN for the Montreal Board of Trade. You can offer your assistance at (514)937-8890.

Of course, the all-mighty dollar helps maintain this section and the Newsletter. After all, we are only doing this for the glory (?!), and so we appreciate sponsorship. Please call Gerry YEDYNAK at (514)341-7630 (ext 4842).

So, as you see, many activities are there for you, give us a call, it's your section.

JP AMIEL



circo craft

The Hybrid Microelectronics Division of Circo Craft has an immediate opening for a:

Reliability Engineer

The successful applicant will be responsible to the Q.A. Manager for the operation of a reliability laboratory. Work will encompass qualification testing of hybrids, and the analysis of materials and components.

The ideal applicant has a university degree in either electronics, physics or material science together with three to five years of relevant industrial experience.

The latter could include:

- thick film materials' systems and their processing;
- semiconductor materials and processes;
- passive electronic components;
- reliability modelling;
- MIL-STD-883 test methods.

Good communications skills in English and French are considered as an asset for applicant.

Circo Craft is located in the West Island of Montreal and provides a comprehensive remuneration package. Applicants should submit their resume to:

Human Resources Manager
Circo Craft
Hybrid Microelectronics Division
205 Brunswick Boul.
Pointe-Claire, (Québec) H9R 1A5

QUALITY SAMPLES

■ ASQC President-Elect Spencer Hutchens Jr., (Intertek Services Corporation) has announced the appointment of Colby H. Chandler, Eastman Kodak Company chairman and chief executive officer, to serve as chairman of the 1988 National Quality Month campaign. Chandler will succeed James R. Houghton, chairman of Corning Glass Works, who headed the 1987 campaign.

"We are very pleased that Colby Chandler and Eastman Kodak Company will be leading the National Quality Month campaign in 1988," said Josh Hammond, ASQC director of development and National Quality Month director. "Kodak is one of the world's leading quality-conscious companies, with a long-standing commitment to continuous quality improvement. That's the kind of leadership the campaign needs next year as we seek to broaden its influence in the business and public sectors."

Though National Quality Month is officially celebrated each October, 1988 campaign activities will begin early in the year. Directors have been appointed to lead five regional committees (Canadian, East Coast, West Coast, Southern, and Midwest), now being organized, to evaluate the 1987 campaign and propose new strategies for 1988. As chairman, Chandler will develop several major national public policy statements on quality improvement, chair the National Quality Forum IV next October, and act as a national spokesperson for the quality message.

"Colby Chandler started his Kodak career as a quality engineer so he has a unique understanding of quality that few CEOs in American industry possess," noted Hutchens. "And it's clear from my association with a number of Kodak people that Kodak truly has the proper corporate culture to continue striving for quality excellence."

Previous chairmen of the National Quality Month campaign were James Olson, chairman of AT&T, 1985; Douglas Danforth, chairman of Westinghouse Electric Corporation, 1986; and James R. Houghton, chairman of Corning Glass Works, in 1987.

■ The top ten American companies associated with quality, according to the 1987 ASQC/Gallup Survey of American Executives, are IBM, General Electric, Ford, Chrysler, AT&T, Hewlett-Packard, General Motors, 3M, Boeing, and Xerox. James R. Houghton, chairman of Corning Glass Works and chairman of the 1987 National Quality Month Campaign, made the first official announcement of these companies before an estimated 7,000 nationwide audience October 13 during the National Quality Forum in New York City. He Presented them with Stueben Glass' American Eagle, saying "These corporations are representative of a drive throughout America to enhance quality and reestablish the U.S. as a leader in markets everywhere in the world."

Introducing Another New Standard

1987 has truly been a banner year for new ASQC Standards. Out now is the recently approved new ANSI/ASQC Standard M1-1987 *American National Standard for Calibration Systems*, sponsored by the ASQC Metrology Division.

This standard delineates the requirements for systems to calibrate measuring instruments to specific accuracies. The requirements have been developed based on two alternate approaches of traditionally established practices or objective measurement techniques.

The price is \$13.95 for members, \$15.50 for non-members. Please call the order entry department at (414) 272-8575 or 800-952-6587 to place your order; ask for item number T35.

Thanks to all of those who helped see this project to completion.

Most of us know what we're doing. The trick is letting others in on the secret—especially the person over us. Most leaders don't have crystal balls in their offices. Unless people communicate with them, they can't be sure how their associates are doing. And they'd much rather be told than have to pry it out of those who should keep them informed.

That's why it's a good idea for most of us to take a few minutes regularly to tell our supervisors what we are doing, what our problems are, and what we're planning next. This will give them a chance to advise or object before we take important actions, not after.

Inexperienced people sometimes resent the time it takes to keep their supervisors informed of their activities. They grumble that they have been given the responsibility, are paid to do a job, and ought to be able to perform it entirely on their own.

That's true of course, and most managers encourage this kind of independence. But supervisors or managers have a responsibility too. They are responsible for the work of all those under them. And they don't like surprises. To have confidence in their associates, and in the work they are doing, they must know what is going on.

One of the simplest ways to keep the communications channel open is for people to stop by their supervisors' office once in a while and talk things over. Even a brief, five minute run-down helps.

Periodic memos, or statistical summaries, are another way to keep the channels open. But, keep it short—probably not over a page. Hit the highlights only. If your supervisor wants more information, he or she will ask for it.

And don't forget: the people you work for are accountable, in the final analysis, for the success of the organization. It's to your benefit, as well as theirs, to keep them informed on what you are doing to achieve that goal.

Read Up! Reprints Available

The front page, lead article of the October 11, 1987 *Washington Post* Sunday Business Section was the most comprehensive newspaper story on quality written to date. The prominent quality coverage during NQM focused on the just-released 1987 ASQC/Gallup Survey. Copies of this article are now available free of charge from ASQC headquarters. Please request your copy from Donna Kossow at (414) 272-8575, ext. 275.

Just a reminder, too, that the 1987 *Fortune* supplement on quality is also available. The successful quality improvement case studies documented here may be just what you need for an upcoming meeting or other distribution. Supplements are \$2.00 each, plus postage and handling, and may be requested through our order entry and fulfillment department, 800-952-6587, (in Wisconsin, (414) 272-8575). Quantity discounts available. Ask for item #170.

QUALITY AND EDUCATION

For every activity there is usually someone ready to teach it to you. The same is true for "Quality", be it in formal school programs, correspondence courses or in seminars. I have put together a brief summary of some of what is available in the way of Quality courses. At QUALITY EXPO TIME (in Chicago) I also saw a number of self-teach computer programs. These, however, are usually oriented towards Statistical Process Control and basic problem-solving techniques.

1. CERTIFICATE PROGRAMS: I know of only two Universities in the Montreal area which offer a Certificate Program in Quality Assurance. The Loyola Campus of CONCORDIA UNIVERSITY offers an English-language program, while a French program is available at the ECOLE DE TECHNOLOGIE SUPERIEURE.
2. COURSES: A number of CEGEPS (Colleges) offer basic Quality courses as part of their curriculum in Mechanical Technology. The ECOLE DE HAUTES ETUDES COMMERCIALES of the University of Montreal, also offers courses in Quality as part of its Production-related programs.
3. SEMINARS: In the Montreal area, a number of private institutions, such as LE CENTRE DE DEVELOPPEMENT DES RESSOURCES HUMAINES, the MANAGEMENT INSTITUTE of CONCORDIA UNIVERSITY, and the ECOLE DE TECHNOLOGIE SUPERIEURE also offer Quality-oriented one or two-day seminars on a regular basis.

Outside of Montreal, a number of institutions will lead you through the path of Quality. Amongst them you will find the JURAN INSTITUTE, THE PHILIP CROSBY ASSOCIATES, STAT-A-MATRIX, THE QUALITY MANAGEMENT INSTITUTE and even DATA-MYTE, just to name a few. The ASQC also offers its own seminars via the EDUCATION AND TRAINING INSTITUTE. For more detail on these seminars read the advertisements in Quality Progress Magazine.

4. CORRESPONDENCE: For the reader outside of Montreal, there is a Quality Assurance Management Certificate available by correspondence from the UNIVERSITY OF MANITOBA. The COLLEGE OF ENGINEERING of the University of Massachusetts offers a homestudy M.S. in Engineering Management with a Quality Control or Reliability Concentration.

With all this available, it's no wonder that more and more people are becoming Quality practitioners. Let's hope that this will not be just a fad but a way of life. For more information on education contact Alan SMITH at (514)744-7456.

JP AMIEL

Shadow factory can cast profit pall

The shadow factory exists in every manufacturing or assembly plant in Canada. The shadow factory can eat profits faster than they can be generated.

The average manager of a manufacturing or assembly plant budgets for the shadow factory without being aware of its existence. The shadow factory exists just as the informal organization exists when no planned action is taken to remove the cause.

What is the shadow factory? The answer is the cost of *un-quality*.

What is an un-quality situation? There are numerous quality deficiencies that eat away at the profit line. Let's review some of these parasites.

- Wrong specifications issued to the factory floor.
- Specifications transferred from engineering drawings to bill of materials by non-technical people who unknowingly make a change.
- Engineering changes that fail to reach the manufacturing floor prior to production.
- Incorrect fit of product.
- Design detail errors.
- Manufacturing problems caused by lack of operator instructions.
- Production operator carelessness or

lack of correct holding fixtures.

- Incorrect parts supplied to the production line.
- Supplier parts found to be out of specification when they reach the production line.
- Odd jobs, prototype parts, engineering samples, customer samples; all these require special set-ups and, therefore, fall out of the normal cost structure.
- Lack of proper quality standards.
- These hidden costs show up as rework; overtime; excessive labour; excessive burden; lost production; and lost profits.

Shadow factory costs can add as much as 10% to your sales dollar. Think how much falls to the bottom line if you cut shadow factory costs by 50%.

The cost of un-quality reduces profits.

A total quality system can increase the productivity of your operation, your customer satisfaction, and your profits.

(By John Chambers of The Coopers & Lybrand Consulting Group, Mississauga, Ontario, as reported in its newsletter, *Profitable Manufacturing*)

Does it Work in the U.S.?

People often ask, "Will this work in the U.S.?" One interesting example is Matsushita, a Japanese manufacturer of television sets and other electronic devices, which some years ago bought an American television plant just outside Chicago. When Japanese management first took over, the reject rate was 146%. That may sound extraordinary; it means that most television sets were pulled off the line to be repaired at least once—and some were pulled off twice. By using tools like the ones described above, the reject rate was brought down to 2%. The change did not happen overnight. It took four or five years of meticulously weeding out the causes of defects. However, when a study group from the University of Wisconsin, led by the late Professor William G. Hunter, visited the plant in the spring of 1985, there was not a Japanese in sight. Only Americans were employed, and there seemed to be no question that they preferred the new system. The managers said that the plant was a madhouse before. They could not find any time to manage because they were always putting out fires. The changes had dramatically improved product quality, productivity, and morale—and the managers got time to manage.



Happy Holidays

With Best Wishes

For The Coming New Year



MONTREAL SECTION

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