



**AMERICAN SOCIETY FOR QUALITY CONTROL**  
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**NEWSLETTER**  
 MONTREAL SECTION 0401

FEB./MARCH 88

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**AIR  
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DATE: 23 February 1988

TIME: 6:30 PM

PLACE: AIR CANADA  
 MAINTENANCE & OVERHAUL BASE  
 Dorval Airport

DIRECTIONS: From the Trans-Canada (40) or  
 Montée de Liesse, take the Côte  
 Vertu West exit and follow the road  
 into the Maintenance base parking.

COMING UP

Our April meeting will be held in Ottawa.

We are planning a management night on May 17.  
 The guest speaker will be Mr K. KIVENKO, CEO  
 of BENDIX-AVELEX. Plan to be there. Look for  
 details in the upcoming Newsletter.

COMMITTEES

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# Quality Management: "Québec Sait Faire" or "Québec! C'est à Faire!": I

by Dr. Joan Kahn

1. "Quality is Job One!" "Quality Goes in Before the Name Goes On!" "In Search of Excellence!" "You Can Take Quality Anywhere!" These are but four sample 'waves' in the vast sea of quality rhetoric which is currently flooding mass media advertising and publishing in North America. This rhetoric seems to reflect a widespread and largely unchallenged conviction that only organizations that are quality-driven will have any chance at all of surviving, let alone thriving, in today's fierce international markets.

What about Quebec? Looking at the current state of quality management in our own institutions, can we claim, as we have in the past, that "Québec sait faire!"? Or must we also raise a rallying cry, perhaps: "Québec, c'est à faire!"

## A new series

This is the first of a series of three articles that attempt to answer that question, and in which actual examples of quality management practices in Quebec, obtained through interviews with key quality management professionals in the community, will be shared with *Forum* readers. An attempt will be made to represent innovations in quality management from a wide array of organizations: product and service industries in both the private and public sectors. The two main contributing organizations for this first article are Gaz Métropolitain and the Royal Victoria Hospital.

Quality management is a system-wide process whose purpose is to optimize an organization's performance and ensure the satisfaction

of its clients. Quality management achieves this by making sure that everyone in the organization is empowered with the motivation, skills, and tools required to assess and continually improve upon (1) the quality of all work performed, (2) the quality of results obtained, and (3) the quality of the work environment (which impacts on (1) and (2) above).

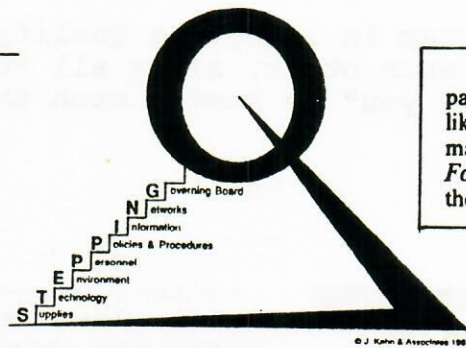
## Quality Defined

Quality, on the other hand, is probably best described as a set of characteristics that we expect in a product that we buy (e.g., a car), in a service we receive (e.g., dry cleaning), or even in the performance of an individual who occupies a certain role in an organization (e.g. a Vice-President). Such "quality characteristics" are of

great interest to us, for it is only through identifying and understanding them that we are able to calculate and compare the value of the car that we buy relative to other cars of the same type, the value of the dry cleaning services we get relative to other providers of such services, and, finally, the value of the performance of a particular Vice-President as compared to other Vice-Presidents we have known. Thus, quality management is always closely linked to the activity of measuring quality, because only by measuring the objective criteria of quality can we with any certainty distinguish different degrees of quality, which may range from "excellent" to "poor" or "unacceptable".

## Stepping Up to Quality Assurance

Eight Steps	Four Methods			
	Problem Solving	Goal Achievement	Compliance with Standards	Variance Control
Supplies				
Technology				
Environment				
Personnel				
Policies and Procedures				
Information				
Networks				
Governing Board				



Individuals from other companies or institutions who would like to share their own quality management innovations with *Forum* readers are invited to call the author at (514) 937-8890.

2. The kind of criteria that we typically look at to measure the quality of products and services are: (1) accessibility (2) "fitness for use" (3) the competence of the providers and (4) client satisfaction (with (1), (2) and (3) above).

## What is client satisfaction?

Gaz Métropolitain, for example, defines the word 'client' in a very interesting way. External clients

include not only consumers, but also manufacturers, suppliers, consultants, and contractors. Internal clients, on the other hand, are one's own co-workers in other departments or services, for whom one's departmental output becomes someone else's departmental input. Gaz Métropolitain requires a quality manual from each of its external clients. If one is not available, then it assists that client in developing

one. The benefits are clear, for should a problem develop in the external client's operations, it can be more quickly identified and controlled. But Gaz Métropolitain tries to steer away from using the word 'problem'. Instead, it has developed a system for responding to non-conformance based on a more positive approach. Using a form called D.A.Q. (demande d'amélioration de la qualité, or, in English, quality improvement request), any individual can send a request to any department as required. These departments, in turn, send back a form outlining the corrective action. The Quality Control Manager receives a copy both of the D.A.Q. as well as of the corrective action. He or she only intervenes (and then, in the role of facilitator), if too much time elapses between the receipt of the D.A.Q., and the receipt of the corrective action; or if, despite corrective action, a similar problem resurfaces in a few months, which would indicate that the corrective action did not produce a sustained effect. (My thanks go to Paul Mitnyan, Senior Advisor, Quality Management, at Gaz Métropolitain, who provided me with these interesting examples.) ▲



Dr. Joan Kahn, Ph.D. is the President of J. Kahn and Associates, Quality Management Consultants. She is a specialist in quality management and communications. She is the author of *Stepping Up to Quality Assurance* and *Gestion de la Qualité*.

This article was extracted from the FORUM, Nov/Dec 1987, Published by the Montreal Board of Trade.



## I GET NO RESPECT

More and more, as I drive around the city, I notice that many drivers blatantly ignore or try to beat red traffic lights, stop signs, speed limits and many other common driving courtesies. In what other country or province have you seen a city put up signs telling drivers to "wait for the green light" ??? Remember how it used to be illegal to park in bus zones? When you're downtown Montreal, you'd never believe it. I see an ever increasing number of violations, and an ever decreasing presence of policepersons.

These drivers are probably also the very same people that we are trying to motivate to think and act "Quality".

It seems to me that the Quality of a product (or a service) has a direct relation to how much the vendor "respects" his obligations, contractual, or otherwise, towards his customer. If there is no respect for the laws which govern our everyday lives, including traffic laws, how can we expect anyone to think and act with respect toward Quality goals? If my random sample is any indication, then we're in a lot of trouble Quality-wise.

The first step in improving Quality will certainly be for all learn to respect each other, after all "Do unto others as you would have them do unto you" is pretty much the same as "Make it right the first time."

JP AMIEL

## NEWS

### Highlights from the ASQC Board Meeting Nov. 19-20, 1987

- Robert Caine, vice president, Divisions and Technical Committees, reported an increasing interest on the part of health care professionals in quality control procedures for hospitals. The possibility of forming a technical committee for the hospital field is currently under consideration; in the meantime, Doug Ekings and Jim Harrington are putting inquirers in touch with appropriate contacts within the health care community.

- Caine also stated that he asked the deputy committee chairs to look at their areas and determine which technical committees may no longer be of value and determine what new committees might be needed. The divisions will soon provide reports for trend forecasting in the General Technical Council areas.

- Dues will not increase for associate, regular, senior, or fellow members for the membership year beginning July 1, 1988.

- ASQC book sales for 1986-87 amounted to a 51% increase over actual sales for 1985-86, reported John Burr, vice president, Publication Services. Even greater sales are expected as new marketing efforts get underway.

- William O. Winchell, vice president, Professional Development, said the results of a recent survey conclude that influencing textbook authors and major publishers would be the best way to promote quality concepts as part of core courses in business and engineering curricula. The findings strengthen justification for the ASQC funding of a development project and the expected distribution of model materials to authors and publishers, which will take place as early as June of this year.

- Winchell also reported that steps are being taken to set up a meeting between ASQC and U.S. Secretary of Education William J. Bennett. Letters were sent to the board and the education committee to tap their response to proposed agenda items. This meeting may play an important role in sensitizing key policy makers to the value of early education in quality. On another note, Secretary Bennett has asked ASQC to help develop consensus standards for the teaching profession.

- The National Speakers List compiled by ASQC is scheduled to be updated this month.

- Pending approval from the Constitution and Bylaws Committee, two new student chapters will be established:

- Purdue University—Lafayette, IN Section, sponsor

- University of Wisconsin/Stout—Minnesota Section, sponsor

### Rule Change for Quality Engineers-In-Training

ASQC's Professional Development Council has voted to change the rules on eligibility for the Quality Engineer-in-Training (QEIT) examination. Previously, new college graduates with no applicable work experience were allowed to apply for and take the Quality Engineer-in-Training examination upon presenting proof of graduation from college. In order to give seniors in college the chance to get a head start on their careers, the rules have been changed. Effective immediately, individuals who are within three (3) months of graduation from college will be allowed to apply for and take the examination for QEIT upon presenting proof of their status. Such proof may include, but is not limited to, college transcripts showing the total number of credit hours completed, or a letter from a college registrar or academic dean attesting to the student's status. Individuals who meet these requirements and who pass the principles portion of the CQE examination will become QEITs upon presentation of proof that they have completed their college work.



The Hybrid Microelectronics Division of CIRCO CRAFT has immediate openings for the following individuals:

### Quality Assurance Manager

In an environment on the leading edge of technology, you will assume responsibility for all activities related to quality assurance, an area of extreme importance to our organization.

Assisted by a team of 20 individuals (engineers, supervisors, electronic technicians and inspectors), you will take charge of the inspection of components and products, reliability tests and documentation.

You will earn serious consideration if you have a university education in sciences and over five years of experience as a quality assurance specialist in the electronics industry, during which time you handled supervisory duties and demonstrated leadership ability. Knowledge of one of the following quality test methods systems is a prerequisite.

- MIL-I-45208
- MIL-Q-9858
- MIL-STD-105
- AQAP-1,4
- MIL-STD-883
- MIL-M-38510

Good communication skills in English and French are considered an asset for the applicant.

### 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 communication skills in English and French are considered an asset for the applicant.

We offer a full range of benefits and competitive salaries. Interested individuals are invited to forward their resume to:

Human Resources Manager  
CIRCO CRAFT CO. INC.  
Hybrid Microelectronics Division  
205 Brunswick Blvd.  
Pointe-Claire, (Quebec) H9R 1A5  
Tel: (514) 694-8400



### Predictions improve reliability

MIAMI BEACH, Fla.—Running REAPmate on a VAXmate personal computer, Systems Effectiveness Associates (SEA), Inc., has demonstrated PC-based reliability analysis software and proved how subtle design changes can improve reliability of printed circuit boards.

"Using REAPmate during product design, you can predict product liability. REAPmate gives you immediate reliability predictions and provides a tool to influence component selection before a prototype is ever built. It helps you design-in reliability and build better products," says Peter W. Bachant, president.

### New Director for Region 4

S. Lindsey Humphries has been elected Regional Director, Region 4. Mr. Humphries will complete the unexpired term of Ligouri M. Lefebvre, who resigned earlier this year.

Mr. Humphries, a Senior member, has been associated with the Montreal Section since 1952. He may be reached at:  
120 Marlin Crescent  
Pointe Clare  
PQ Canada H9S 5B3  
(514) 744-1511

### AWI makes welding intelligent

CHICAGO, Ill.—Computer software utilizing artificial intelligence (AI) and designed as an expert system helps engineers solve complex welding problems. Using a welding engineer's reasoning, the Weldselector asks a series of questions then makes a recommendation, taking into consideration the welding process the weld position and atmospheric contamination.

"The Weldselector reduces chance errors in weld design, resulting in improved safety and stable welded structures," says Jerald Jones, manager of technology transfer at the American Welding Institute (AWI).



## QUALITY SAMPLES

■ Passionate care for the customer. It's why today's most successful businesses thrive. Learn how at ASQC's third annual Business Improvement Symposium, March 21-23, 1988 in Washington, D.C. This third annual service quality symposium offers practical methods for taking the guesswork out of satisfying customers. Three days of intensive, hands-on learning take service quality from an elusive concept to a systematic process. You'll discover how to analyze and diagnose service processes by applying proven tools and techniques too often overlooked in service functions.

Returning to the BIS are symposium leaders Edward M. Baker, statistical methods manager, corporate quality and engineering services staff at Ford World Headquarters; Eugene Melan, manager of product technology support for IBM's Product Development Labs; and Lawrence Miller, noted consultant and author of *American Spirit: Visions of a New Corporate Culture*. With a projected nine out of ten new jobs coming from the service area in the next ten years, no business can afford to wait for service quality to "just happen." To get a head start on excellence, register for the BIS by calling Shirley Krentz or Mary Kewin at 800-451-7557.

## Programmable memory pellet

SAGINAW, Mich.—The Tool Dialog Systems Group is marketing a programmable identification system. Tool Dialog System permits operation/process information to be stored in and retrieved from a small memory pellet embedded in or attached to specific products or components. This system can stand alone or be integrated to communicate with mainframes, personal computer networks, local area networks, presetting and assembly devices or other common user peripherals through conventional RS-232C links.

Some applications include:

- Cutting tool management.
- Quality control data/certification reports.
- Diagnostic data.
- Product recall—verification of vital management data.
- Hazardous waste records and traceability.
- Material storage, retrieval, handling and movement.



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LE SERVICE DE L'EDUCATION PERMANENTE

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COURS INTENSIFS

DU PRINTEMPS 1988

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QUALITE	DATES	COUTS
-Philosophies et méthodologies de la QUALITE	25 avril	\$225.00
-Statistique de base pour le CONTROLE DE LA QUALITE	26,27 et 28 avril	\$590.00
-Implantation d'un programme d'ASSURANCE QUALITE dans une entreprise de fabrication	10 et 11 mai	\$425.00
-COUTS DE LA QUALITE ET DE LA NON QUALITE	12 mai	\$225.00
-CONTROLE statistique DES PROCEDES	17,18,19 et 20AM mai	\$650.00
<b>GESTION DE PROJETS</b>		
-Le concept de gestion de projets	19,20 et 21 avril	\$565.00
-Planning et contrôle des ressources en gestion de projets	3, 4 et 5 mai	\$565.00
-La gestion des contrats et le contrôle de la qualité	17,18 et 19 mai	\$565.00
-Micro-informatique et gestion de projets	7, 8 et 9 juin	\$590.00
<b>GESTION DE LA PRODUCTION</b>		
-Conception des systèmes de production "JUSTE-A-TEMPS" (JUST-IN-TIME)	31 mai, 1 et 2 juin	\$565.00





**NEW MEMBERS CORNER**

Welcome to the following new members of the MONTREAL SECTION

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Montreal, Quebec

Ken GEIS  
Plant Superintendent  
DOW CHEMICAL  
Varenes, Québec

Jacques LAVOIE  
Research Assistant  
YVON BOULANGER Ltd  
Montreal, Quebec

Ian MC ALLISTER  
Project Engineer  
USI GROUP CANADA Inc  
Pointe Claire, Quebec

Peter PINFOLD  
QA Director  
SOC. CANADIENNE METAUX REYN  
Baie Comeau, Québec

Minh T TRUONG  
QA Supervisor  
CONTINENTAL CAN CANADA Inc  
Lachine, Quebec

John V HORNBECK  
Corporate QA Engineer  
NEW HAMPSHIRE BALL BEARING  
Peterborough, New Hampshire

Leszek F ADAMEK  
Officer Data Analysis  
CANADA POST CORPORATION  
Ottawa, Ontario

Hugh DICKINSON  
QA Manager  
MENASCO AEROSPACE  
Stoney Creek, Ontario

Andre TANGUAY  
Officer Quality Engineering  
CANADA POST CORPORATION  
Aylmer, Quebec

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THERMOLEC Ltd  
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Brenda WEBSTER  
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QA Manager  
CIRCO CRAFT  
Kirkland, Quebec

Gilbert COLL  
QC Technician  
DUQUESNE REFRACTORY LIMITED  
Ste Marthe, Quebec

Adrian K JORDAN  
Mechanical Technologist  
CHATEAUGUAY MACHINE PARTS  
Dollard des Ormeaux, Quebec

Denis BELLEMARE  
QC Supervisor  
KRAFT Ltd  
Mount Royal, Quebec

Bernard CLEMENT  
Professor  
ECOLE POLYTECHNIQUE MONTREAL  
Montreal, Quebec

Ketty EGALITE  
Source Engineer  
VENDOR SURVEILLANCE Corp  
Ottawa, Ontario

Dat HUYNH  
Quality Manager  
MITEL SEMICONDUCTOR  
Bromont, Quebec

Michel LANGLOIS  
Director QA  
CP RAIL

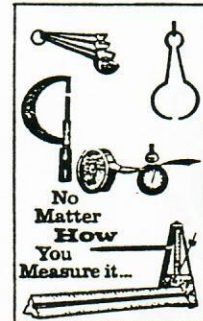
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COLLINS & AIKMAN  
Farnham, Quebec

Melodie J HOBBS  
Laboratory Manager  
MASTERLOY PRODUCTS Ltd  
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Ahsan KHAN  
Research Director  
SUZORITE MICA PRODUCTS Inc  
Boucherville, Quebec

Bruce EG SAMPSON  
Supervisor  
GILETTE OF CANADA Inc

Brian WOLMAN  
Superintendent Metal & QC  
STELCO Inc  
Contrecoeur, Quebec



**MEMBERSHIP**  
is Worth-While!

**Quotable Quips**

“Cooperation is doing with a smile what you would have to do anyhow.”  
—Quote Magazine

**Tips of the Month**

• Reward employees “caught in the act” of going out of their way for a customer. Episcopal Hospital in Philadelphia encourages patients to call a hotline number to tell management about employees who made their stays more comfortable. Employees receive a certificate from the president and a coupon for a free beverage and dessert in the cafeteria.



## CAM spending in Canada to go up

DOWNSVIEW, Ont.—A study by Gallup Canada Inc. shows that Canadian annual budgets for computer-aided manufacturing (CAM) hardware and software will increase in 1987. The survey also indicates an alarming lack of computer use on the factory floor. Only 39 percent of the companies surveyed had CAM in place.

Median figures for CAM show companies spent \$38,000 each in 1985, \$40,000 each in 1986 and \$47,000 each projected for 1987. This jump, the report states, results from pressures put on Canadian manufacturing by international competition.

## Call for Papers ASQC 43rd Annual Quality Congress Toronto, Ontario, Canada, May 8-10, 1989

The 1989 Technical Program Committee is seeking papers for the Annual Quality Congress (AQC). Papers must make a significant contribution to the quality field. Previously published material is not acceptable. For a paper to be considered, there must first be submitted:

1. A 250-word (minimum) paper abstract that states the objective of the paper/presentation and summarizes the conclusions that will be made.
2. An outline consisting of a systematic listing of the most important points of the paper.

All participants, including those with solicited papers, for the AQC program will be selected by the Program Committee through evaluation of the paper abstract and paper as submitted.

Abstracts and outlines must be received by June 10, 1988 to be considered for evaluation. To submit a paper:

—Request a Speaker's Data Packet no later than May 20, 1988 from Program Coordinator Shirley Furger, c/o ASQC headquarters, 310 W. Wisconsin Ave., Milwaukee, WI 53203, (414) 272-8575, ext. 231.

—Return the completed Speaker's Data Packet, including Speaker's Data Form, 250 word (minimum) paper abstract, paper outline, and short biographical sketch to ASQC headquarters by June 10, 1988.

The participants whose papers are selected for the AQC will be notified by August 12, 1988 and first drafts will be due by September 30, 1988.

■ Beginning with the 1988 Spring issue of *The Quality Review*, 60,000 business executives and senior government officials in Europe's 16 nations will begin reading ASQC's quarterly magazine for upper management. Many will read it in French, German, or Italian as *The Quality Review* becomes the first business magazine to be published in multiple languages. All this has been made possible by Statoil, Norway's state-owned oil company, which will be the premier sponsor of the first European edition. Sponsors for the other three issues in 1988 are expected to complete negotiations for sponsorship in the very near future. AT&T will sponsor the U.S. Spring edition.

## PCs in quality

MEDFIELD, Mass.—A market study "PCs in manufacturing: issues, trends and opportunities" indicates that, in 1986, more personal computers (PCs) were used for quality control than for all plant management functions combined.

This is because statistical process/quality control (SPC/SQC) has become popular with the users, and they can purchase SPC/SQC software packages inexpensively, says the report, prepared by Automation Research Corp. It also suggests that users will continue to purchase PCs in large numbers for in-plant quality management control.



MONTREAL SECTION

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