



AMERICAN SOCIETY FOR QUALITY CONTROL

P.O. BOX 444, POINTE CLAIRE - DOEVAL H9R 4P3

NEWSLETTER

MONTREAL SECTION 0401

APR/MAY 88

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THE OTTAWA HEART INSTITUTE

DATE: 26 APRIL 1988

TIME: 7:30 PM

PLACE: OTTAWA HEART INSTITUTE
MELROSE Ambulance entrance

NOTE: This visit is restricted to 15 persons
PLEASE CALL T. DON, to reserve you place.
He may be reached at (613)592-3430.

DIRECTIONS: The Institute is on corner of
Melrose and Ruskin. Use the
ambulance entrance at Melrose.

Don't forget next month's important event !
See the information in the Newsletter.

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THE SOCIETY OF PROFESSIONALS DEDICATED TO THE ADVANCEMENT OF QUALITY

----- SPONSORED BY CRANE CANADA LTD -----

- * This month's NEWSLETTER is sponsored by CRANE CANADA, makers of fine porcelain products.
- * We are looking for companies to sponsor part of the costs of publishing the NEWSLETTER. This could be in the form of providing the printing and/or postage and handling for approximately 400 x 3 (double-sided) pages.
- * Likewise, we also have available space in varying proportions to publish advertising at very reasonable rates.

CONTACT: Gerry YEDYNAK at (514)341-7630 ext. 4842.



SPECIALIST, QUALITY ENGINEERING

CANADIAN MARCONI COMPANY, Defence Communications Division is currently seeking two Specialists in Quality Engineering for its Montreal facility (one Mechanical, and one Electrical).

Tasks will include preparation of quality program plans and tests, technical manual validation, failure analysis, and preparation of technical reports.

The ideal candidate has an Electrical or Mechanical engineering degree, or equivalent, and three years of experience in a high technology manufacturing environment.

Please forward your résumé in confidence to:

PERSONNEL MANAGER
 Defence Communications Division
 2438 Trenton Ave,
 Town of Mount Royal
 Quebec H3P 1Y9

■ There's an adage in the television business that says when a show is doing really well it's time to change it somehow—to keep the excitement building and the viewers tuned in. Stay tuned to *Quality Progress* and *On Q* for the same reason. At a date still to be determined, changes will be made to better meet members' needs and provide a stronger editorial focus for each publication. All ASQC-related sections that are now being published in *Quality Progress* will be incorporated into *On Q*. From then on, *On Q* will be sent to all ASQC members each month (it's currently sent only to Society management) and will serve as the key vehicle for Society-related news. It will contain the information usually carried in these *Quality Progress* sections: President's Comments, ASQC News, Section Events, and People/Obits, plus larger feature articles such as the annual financial report, officer nominations, and the annual organization manual.

The expansion of *On Q* will permit enhancements in *QP's* editorial package. The editorial staff will be able to devote more space to industry developments in the form of interviews, feature articles, and news items. Several new columns will be added to the magazine, as will a monthly editor's comment and an expanded News section. The enhanced editorial package will be complemented by a fresh new look, courtesy of the graphics department. The redesign will incorporate new column styles, an improved contents page, and perfect binding (which means *QP* now will have a "spine"). "This is an important new direction for *On Q* and *Quality Progress*," said John T. Burr, vice president of publications. "After a great deal of analysis and preparation, we feel this new strategy will better meet members' and other readers' needs, support ASQC's mission statement, and clarify the role of each publication."

Stay tuned—the best is getting better.



AMERICAN SOCIETY FOR QUALITY CONTROL
P.O. BOX 444, POINTE CLAIRE - DORVAL H9B 4P3

M A Y 1 9 8 8

QUALITY MANAGEMENT
IN THIS COMPETITIVE WORLD

DATE: TUESDAY, 17 MAY 1988

TIME: 7:00 PM

PLACE: DORVAL AIRPORT HILTON
LE PETIT SALON

AGENDA: 6:30 Cocktails

7:00 "Quality Management in this
Competitive World",
Presentation by Mr Ken KIVENKO
President & CEO of BENDIX-AVELEX

8:00 Refreshments

8:30 Free discussion



Kenneth Kivenko

DIRECTIONS: The Dorval Airport Hilton is located
at the entrance of the Dorval Airport.

From Trans-Canada highway or 2-20, just
follow the Dorval Airport signs.

BRING A FRIEND, EVEN YOUR BOSS, BUT BE THERE

CHAIRMAN

Charles N.P. Cheun. Eng.
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**VICE CHAIR & SECTION
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Product Assurance
(514) 341-7630 (4845)

STATISTICS IN SUMMER:

Concordia University will be offering a course in Basic Statistical Control (QUAL-202) during the Summer Term. Persons wishing to register should contact the Undergraduate Secretary at (514)848-3056. Course begins May 9. This course may be taken as part of Certificate Program or independently.

QUALITY ENGINEERING COURSES:

I have received a flyer from the North Campus of HUMBER COLLEGE (Somewhere in Ontario) which describes a Quality Engineering TECHNICIAN Program of FOUR semesters and a Quality Engineering TECHNOLOGY Program of SIX semesters beginning September 1988 and January 1989. NO address nor Area code is given. The College number is (???)675-5000. Other contacts are:

- o Bill CUNNING (???)675-3111(4135)
- o Bob ECKENBACH (???)675-3111(4472)

Those interested in these programs could try Area Codes 416 or 613. (Obviously this was not submitted for Quality validation)

QUALITY MONTH:

Our own John KAHN is working with the Montreal Board of Trade on a Workshop on Quality Management for the Service Industry. This workshop is planned to be held in October 88 as part of a series of activities. Suggestions, ideas and assistance may be pledged at (514)937-8890.

THIRD QUALITY MONTH FORUM:

Want to help make the 1988 Quality Forum a success? Why don't you give David TOZER a call after 6:00 PM at (514) 695-2028.

DIRECTOR FROM LONDON:

Milwaukee ASQC has approved the nomination of Mr HERMAN F. SAHRMANN, a Senior member of the London Section of the ASQC, to serve the term as Regional Director of Section 4, beginning 1 July 1988. Mr SARHMANN may be reached at 3M CANADA at the following address:

773 Hellmuth Ave
London, Ontario
Canada, N6A 3T6
(613) 451-2500 Ext. 2478

CONGRATULATIONS:

The Montreal Section Executive wishes to congratulate the following members:

- o John McLEOD of MICHELIN TIRES, Kentville, Nova Scotia
- o Jack PASTUSKO of CIRCO CRAFT, Montreal, Québec

Both members have successfully passed the exams and have received their certification from ASQC as Certified Quality Engineers. The exam was held 5 December 87.

A total of 719 CQEs were accepted, bringing the total of certified quality professionals to 17,136.

BRAVO ! ! !

<p>For more information on ASQC Certification programs, contact Lin HUMPHRIES at (514)744-1511. Information on Certificate Programs at CONCORDIA University may be obtained from Alan SMITH at (514)744-7456.</p>

In the first article (*Forum*, November/December 1987), quality was said to be a set of defined characteristics (more precisely, a set of *criteria*) that we expect in a product, a service, or in the role performance of an individual working within an organization. In a product such as beef, for example, the criteria which are relevant to its quality include age, texture, colour, fat-to-muscle ratio, and, of course, taste. In a service industry such as hotels, relevant quality criteria include cleanliness, accessibility, efficiency, and a pleasing decor. Criteria which are relevant to the qualifications of an employee include education, experience, attitude and performance record.

Just as there are different grades of beef that satisfy the requirements of different market segments, so are there different classes of hotels. Criteria which apply to the higher grades or classes are likely to be more elaborate than criteria that apply to the lower grades.

Setting up the system

Regardless of the size or type of industry involved, the "experts" within that industry can set up a system for controlling quality as long as they can agree on the following:

- 1) to which "grade" or "class" of quality do they wish to aspire?
- 2) which quality criteria are to be selected for measurement?
- 3) where (i.e., at what 'points' in the system) will these measurements occur?
- 4) how will each criterion be measured? (i.e., what methods and tools will be used?)
- 5) who will set the standards, and at what level ('zero defect'? 'AQL'? - acceptable quality level)
- 6) who will do the measuring and how often?
- 7) who will interpret the results?
- 8) who will communicate the results, and to whom?
- 9) who will act on the results?
- 10) how will these results ultimately be applied towards future quality improvement?

Industrial criteria vs customer criteria of quality

Quality criteria which are defined by industry and which apply to certain products and services will often tend to look quite different than the quality criteria that the customer expects in such products and services. Such discrepancies or 'misalignments' between industry's criteria for quality and the customer's criteria for quality fall into three main groups:

a) those that occur because of the fact that the industry, either through a lack of research and

development or for other reasons, fails to anticipate or to meet the customer's requirements;

b) those that occur because the industry neglects to correct or improve the product or service in response to indicators of customer dissatisfaction (e.g. complaints, warranty claims, liabilities, service demands to maintain product, 'customer disloyalty', etc.);

c) those that occur because the industry needs to comply with engineering specifications, or with standards and laws (which usually apply to "safety" or "public interest" issues,) about which the customer may be ignorant or unaware, or to which the customer may even be indifferent. Examples of this type include the following:

• In meeting industrial standards for safety, a manufacturer of apparel for firemen finds himself/herself unable to produce garments that at the same time meet the industry's safety criteria and the customer's criterion of comfort.

• In complying with the law, a pharmacist may, on occasion, displease a customer by refusing to refill a "non-refillable" prescription. In this case, the customer's expectation of 'accessibility' has not been met.

Some people argue that the only 'true' criteria of quality are industrial criteria. Others argue that the only rationale for quality control should be customer satisfaction, i.e., meeting the customer's quality criteria. Taking things on balance, "quality" seems to be something like the pearl in an oyster. If the top half of the "seashell" (industrial criteria) and the bottom half of the "shell" (customer criteria) are in too great a state of 'misalignment', then the system just will not work effectively.

Quality indicators

Having defined quality criteria, what then is a quality indicator? A *quality indicator* is a number that allows us to quantify the extent to which each quality criterion is met. This number, however, must always be *standardized*, so that we can make meaningful comparisons between past, present, and future states, situations, or conditions. *Meaningless* comparisons or indicators result if, for example:

- a) we compare 1980 dollars to 1988 dollars as though they were equal in value, or,
- b) we compare the number of recalls *per month* in one branch with the number of recalls *per fiscal period* in another, or,
- c) we compare the rate of defects in one company's product line with the rate of defects in a competitor's product line *without*

first establishing that the criteria are based on the same premises. If, for example (all other factors being equal) one company's product line calls for 10 inspections while a competitor's product line calls for only 7 inspections, then the number of defects identified in the first case is likely to be greater than in the second case.

In each of these three examples, the results of the comparison are meaningless because of the lack of a common denominator or basis for comparison. This state of affairs is often described as "comparing apples to oranges." By contrast, *meaningful* comparisons between past and present situations can guide us in our decision-making for the future. If, for example, our measurements show that two years ago we were producing, on the average, 30 defects per unit produced as compared to our present rate of 10 defects per unit produced, we

can then decide whether or not, in terms of present competition, we can afford to maintain the present quality level, or whether we must allocate more resources to reduce the rate of defects even further. But again, only by insisting on *standardized* quality indicators can these kinds of important decisions be made.

The quality train

In any given company, good quality management is like a "train" that stops at specific "stations" in order to pick up and deliver quality indicators. These "stations" should include:

- Design (D)
- Supplies (S)
- Production (P)
- End Products (E)
- Field (F)

In a well-designed system, this "train" has the ability to go in two directions, as well as between all stations. Thus data

can always be picked up as well as fed back to any of the five "stations". This helps to guarantee continual correction and adjustment, thereby enhancing and improving quality in a systematic way.

Finally, in looking ahead to long-term survival in today's competitive markets, the need for companies to identify their quality aspirations, and to select, measure and track their quality indicators, cannot be too strongly emphasized.

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

The author wishes to acknowledge with gratitude the contributions of Bernardo Reyes and G.J. Wiener to the contents of this article.

by Joan Kahn

Publisher's Note:

This is the second in a series of articles on quality management. In it, the author attempts to deal with the important and often difficult issue of how we measure quality.



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*.

This article was extracted from the FORUM, Jan/Feb 1988, Published by the Montreal Board of Trade.

National Academy Honors Juran

Joseph M. Juran, a pioneer in the quality movement and a prime mover in its development, has been elected to the National Academy of Engineering.

Election to the Academy is among the highest professional distinctions accorded an engineer.

Juran, founder of the Juran Institute, was cited by the Academy "for pioneering contributions in developing the practice of statistical quality control, and in developing engineering design principles based on statistical concepts."

THE NEWS IN THE NEWSLETTER

Send any news and comments to me at the following address:

JP AMIEL Box 94
c/o CANADIAN MARCONI COMPANY
2442 Trenton Ave
Montreal, Canada
H3P 1Y9

QUALITY WHERE ARE YOU:

As I have already said before, more and more people are using Quality as a selling element in their advertising. We, as people in this profession, know what this entails. Do we really have the systems which allow that dream to be true? You will see below some excerpts of magazine articles which seem to indicate that this is not yet reality..... But let's keep on trying anyways.

JP AMIEL

Top Ten Ways to Anger Customers

The winter issue of *The Quality Review* featured a First Annual Pet Peeves Roundup. The list made its way onto front-page stories in newspapers and on radio news shows probably because, unfortunately, these pet peeves have become such regular occurrences in our lives. Not all are deadly serious. But most are legitimate consumer complaints that could be corrected with the application of quality principles. These pet peeves could ruin your day . . . and maybe even an entire economy.

The pet peeves are, in no particular order:

- **The disappearing telephone operator.** Hotels specialize in these. You call a room and there is no answer. But the operator does not come back on the line. To leave a message, you must make another call.

- **The short queue that turns out to be the longest wait.** Guessing wrong exacerbates the frustration of having to wait in order to transact business that takes less than a minute.

- **People who leave one cookie in the jar** so they can claim (in all innocence) that they did not eat them all.

- **The "cut in line" phone call.** After you finally find a sales clerk, the phone rings and the clerk interrupts the delivery of service to you to take care of someone else, who has, in effect, jumped in line.

- **Computer surrender.** One example is the airline clerk who claims he cannot write up a ticket by hand or make seat arrangements when the computer is down. Another is the store checkout clerk who passes an item over the price scanner again and again, fails to elicit the desired beep, and declares, "I guess that one must be free."

- **Impenetrable packaging.** This includes food packaging that cannot be opened without a scissors or a sharp knife, blister packaging so bulky that the item inside (a light bulb, perhaps) is imperiled in the opening, and packaging tape that requires a razor blade to cut.

- **Companies that "combine" replacement parts.** If your car needs a \$7 ignition switch, the car maker sells you the whole lock and mounting assembly for \$100.

- **Merchants who say, "If it doesn't work, just bring it back,"** when what you would like to hear is, ". . . I'll come and get it and bring you a new one."

- **Delayed information.** This could apply to the airline clerk who neglects to tell you the flight is going to be canceled until it is too late to make other plans. Or the repairman who says the job will take an hour and then stays all day.

- **No-shows.** You stay home all morning to receive a piece of furniture or let the plumber in. No one calls. No one shows up.

Canadian productivity falls back

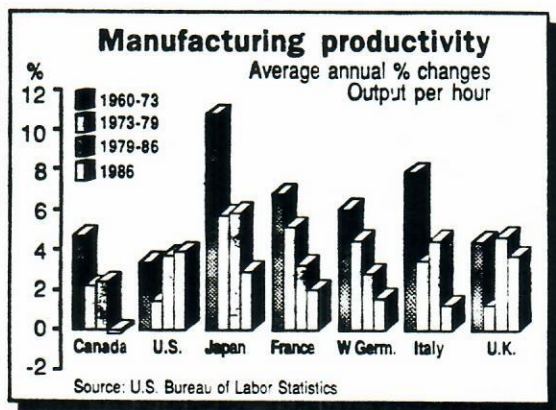
By Fred McMahon

Financial Post

CANADA has fallen even further behind its trading partners in productivity growth, figures released by the U.S. Bureau of Labor Statistics show.

Between 1977 and 1986, Canada's manufacturing sector recorded the slowest productivity growth among the major 12 developed nations, according to the U.S. statistics. Canada was the only nation to experience a loss of productivity in 1986.

Only British workers are less productive than Canadian workers who, along with Italian workers, are tied for second-last place. But, British and Italian productivity growth is racing ahead of Canada's (see chart).



COMPENSATED BY HIGHER QUALITY?

Sub-standard jokes turn firm upside down

LONDON (CP) — The leading contender to build a fleet of nuclear-powered submarines for the Canadian navy is red-faced after discovering a large hull section of a submarine now under construction was welded on upside down.

"I just don't know, I can't speculate on how it happened," Mike Smith, spokesman for Vickers Shipbuilding and Engineering Ltd., said yesterday.

"It never happened before." Although Vickers is treating the problem seriously, some employees at the shipbuilding yards in Barrow-in-Furness joke that Vickers now is vying to supply submarines Down Under to Australia.

tralia.

The *Telegraph* printed a cartoon showing HMS Triumph with its periscope on the bottom of the hull instead of the top. The cartoon had Vickers staff saying: "Yes, they will notice."

And the tabloid newspaper the *Sun* reported the story under the headline: Sub-Standard.

The company hopes the error hasn't torpedoed its bid to win the Canadian contract — worth \$7 billion to \$8 billion Cdn.

"I would hope not and can't see why it should," he said. "We have a very high reputation for quality and this is an isolated incident in 20 years of building nuclear submarines."

THE GAZETTE 9 APRIL 88

DID FAILED CHIPS DELAY LAUNCHING OF JAPANESE ROCKET?

A swarm of controversy swept east from Japan into California last week when it was reported that some U.S.-made chips being used in a Japanese rocket failed inspection just prior to launching. The parts, apparently voltage regulators, were made from dice fabricated by National Semiconductor Corp., and later packaged and tested to S-level space standards by TRW Inc. The parts were tested and operational when they left TRW, says a company spokesman, but when tested prior to lift-off—a common practice with rocket-based equipment—alleged "anomalies" turned up. TRW says it is now working to resolve the matter, and although the company insists the chips did not fail, it will replace the chips if necessary. □

Welcome to the following new members of the MONTREAL SECTION



WE SALUTE
THESE NEW MEMBERS!

Laurent DARBOUZE
Montreal, Quebec

Antonio ABBANDONATO
SPC Coordinator
GH CHEMICALS Ltd
Montreal, Québec

Rod H BRYCE
VP Customer Services
VALMET DOMINION Inc
Lachine, Québec

Garry HEARD
QA Supervisor
STEELCASE CANADA Ltd
Don Mills, Ontario

Alex KOVER
QC Inspector
MODULAR CONTROLS
Stoney Creek, Ontario

André COMTOIS
Director QA
SWIFT TEXTILES CANADA
Montreal, Québec

Benoit GAUTHIER
QC Manager
KRAFT Ltd
Mount Royal, Québec

Robert KELLY
Senior Engineer QC
IRON ORE COMPANY OF CANADA
Labrador City, Québec



ARE YOU MOVING ? ? ?
DON'T TELL US ! !
Please send your change of address to:
American Society for Quality Control
310 West Wisconsin Avenue
Milwaukee, Wisconsin
USA 53203

This is the first in a series of biographical sketches of some of our members in A.S.Q.C., Montreal Section. By publishing this series, we hope to achieve the following: (1) to raise awareness about who we are as a group; (2) to acknowledge the individual accomplishments of our members; (3) to provide a special forum in which the individuals who are interviewed can express some of their ideas and concerns; and (4) to improve communication between and amongst all members.

The member selected for the present article is David Tozer, Ph.D., C.Q.E.

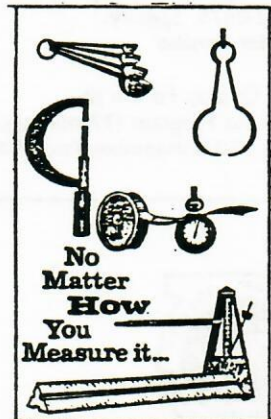
David Tozer was born in Croyden, England in 1946, and lived there until his family emigrated to Canada in 1962. He completed high school in Burlington, Ontario, following which he attended the University of Waterloo where he obtained the following three degrees: a B.Sc. in Applied Physics, an M.Sc. in Physics, and a Ph.D. in Physics. David's keen interest in statistics and in its potential applications to the practical world was stimulated during this period of his studies.

His first position was with Bio-Research Laboratories, 1976-1986, where he set up a computer system and a quality assurance program. In addition, David has been teaching Statistical Applications of Computers since 1986 at Concordia University:

"Most people think that the learning of statistics is a long and boring procedure, but in fact, when you get past the first basic mathematical hurdles, statistics turns out to be an elegant and highly useful tool, one that we can apply to our everyday practical concerns. Also, when properly applied, statistics can help businesses save a great deal of money, thereby enhancing their market position".

One of David's goals is to help clarify what he perceives to be a confusion in the use of quality control terminology (e.g. the frequent confusion between the terms "accuracy" and "precision"). David tries to clarify these and other concepts for his students through the use of analogies and by means of demonstrations with models.

We wish David continued success in his teaching and consulting careers.



No
Matter
How
You
Measure it...

MEMBERSHIP
is Worth-While!



P. O. Box 1171, Heller Road
Woodstock, N.B. E0J 8B0
Canada
(506) 398-6840
1-800-561-0008

Maple Birch
First Clear
Second Select
Factory Three

JF Amiel
Box 94
Canadian Marconi Company
2442 Trenton Ave.
Montreal
Quebec
H3P 1Y9

Dear Sir:

Our company supports the ASQC, with two members of the staff holding ASQC membership. We intend to manufacture the finest hardwood flooring in the world, and will only accomplish that by assiduous attention to our milling quality. We believe that too few resource based companies give quality control the attention it deserves.

Would you please mention in the next newsletter that Larry Forsythe, our plant engineer, has joined the Society and has attended a recent seminar on the subject sponsored by the Manufacturing Technology Centre in Fredericton.

Thank you


Gregor Hargrove
President
Member, ASQC

February 22, 1988

Call for Papers ASQC 43rd Annual Quality Congress "Continuous Improvement—The Challenge for the Nineties" 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 ASQC program will be selected by the Program Committee through evaluation of the paper abstract and paper as submitted.

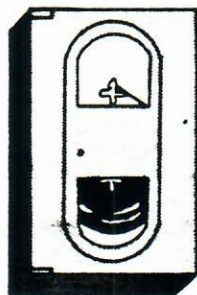
Abstracts and outlines must be received by June 10, 1988 to be considered for evaluation.

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 September 30, 1988.



Edited Forum Videotape Now Available

The complete three-hour videotape of the speeches made at the National Quality Forum III has been selling like hotcakes. Also available now is a shorter, edited version. This 37-minute videotape does not present the Forum speakers chronologically—instead, their remarks are edited to address the following themes:

- Meaning of quality
- Cultural change within an organization
- Cultural change within our nation
- Difficulty of implementation but resulting value

Use the tape with upper-level management to stimulate new resolve toward corporate culture change; as a training tool to drive home the need for a quality system; and to convince peers of the importance of embracing total quality.

Both the full-length and the edited videotape come only in the ½ in. VHS size. To order, call the ASQC order entry department toll free: 1-800-952-6587. Wisconsin residents call (414) 272-8575. Specify:

The shorter version

TA700

National Quality Forum III

Edited Video Program (37 minutes)

List Price \$50.00/Member Price \$45.00

The full-length version

TA600, Parts 1 and 2

National Quality Forum III

Video Program (3 hours)

List Price \$85.00/Member Price \$75.00

Prepayment is required.

Update: World Quality Day

World Quality Day—Oct. 31, 1989 in the Western Hemisphere, Nov. 1, 1989 in the Eastern—is coming together. Quality organizations from across the globe, including ASQC, will join in sponsoring special events that day to observe quality's importance the world over.

To learn more about America's role in the World Quality Day, contact:

Dick Freund

Chairman, ASQC International

Cooperation Committee

c/o Quality Planning Services

155 Yarkerdale Drive

Rochester, NY 14615

(716) 621-2121



MONTREAL SECTION

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

To: