

AMERICAN SOCIETY FOR QUALITY CONTROL

**OFFICERS 1994/95**

**Chairman:**

Dr Inteaz ALLI  
McGill University  
(514) 398-7920

**Vice-Chairman:**

Sam WEISSFELNER  
(514) 696-5291

**Secretary:**

Robert FAIRBAIRN  
Professional Pharmaceuticals  
(514) 631-7710

**Treasurer:**

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**Examining:**

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**Programs & Arrangements:**

Paola L. HAWA  
Lexcom  
(514) 695-5541

**Membership:**

Denis MARTIN  
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Charles CHEUN  
CP Rail  
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**SMP Coordinator:**

Douglas MORGAN  
(514) 856-5038

**Koalaty Kid:**

Dr Joan KAHN  
J. Kahn & Associates  
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**Quality Month:**

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GFI Inc.  
(514) 630-4877

**Awards:**

Jean-Pierre AMIEL  
STCUM  
(514) 280-5412

**Directors:**

Gilbert COLL  
SGS Certification Services  
(514) 695-3310

Youssef YOUSSEF  
Ecole de Technologie Supérieure  
(514) 289-8860

NEWSLETTER JUNE 1995 VOLUME <sup>46</sup>26 NO. 8

## INCOMING CHAIRMAN'S MESSAGE

Our General Assembly this year has resulted in the selection of an Executive Committee and Section Chairs which I am very proud to present to the Montreal Section membership. We are most fortunate to have qualified and dedicated individuals who are willing to volunteer their time and energy for the benefit of our ASQC section. An updated list of these people is included with this newsletter.

I look forward to the upcoming year with great anticipation. As a section, our membership is strong and active. Quality is becoming a more and more visible component of everything we do today. Both government and industry have become enthusiastic sponsors of the quality movement. And ASQC provides you with access to the "world's largest quality network".

Preparations are already underway for Quality Month for 1995. This year's theme is "Partnership: Strength in Diversity" which is a particularly relevant subject for any business affected by today's global economy. The date has been set for October 26 and the corporate sponsor is Canadian Airlines International. Your newsletter will provide further details as they become available.

Your new Executive is already working hard on several new and interesting projects. These include:

- working to produce a new look for the Newsletter;
- building alliances with other ASQC sections and Quality groups;
- commencing new initiatives in the education field;
- improving our Section Management Program activities; and
- providing you, our membership, with easier access to our services.

In closing, I would like to take this opportunity to wish all of our members a happy and healthy summer. May we all have an opportunity to enjoy some respite from the hectic pace of our daily schedules so that we may appreciate some of the simple pleasures of this wonderful time of year.

See you in September...

Sam Weissfelner

# QUALITY AND SMALL BUSINESS

by JP Amiel

**MONTREAL** - At the meeting held on the 16th of may at the STCUM, Mr Daniel THAVARD, associate and principal consultant with CGI, presented a brief outline of the term project he prepared as part of the "*Projet de synthèse en qualité*" course at the École de technologie supérieure. His "**Démarche qualité dans une PME de service**" was well appreciated by the 18 members present.

Basically, his project was to assemble, in one book, as much information as possible on the various topics dealing with quality. It is written in a simple style so as to give small and medium companies (PME) management the opportunity to understand what all the «quality fuss» is about.

The presentation outlined Daniel's book chapter contents -- Quality, How it applies to the service industry, TQM, QA, CQ, Quality measurement, Customer surveys, Training, Continuous improvement, Customer-Supplier relationships and ISO-9000. This led to a number of questions and discussions on what a small businesses can do to catch-up in the area of quality within the economic realities of today's marketplace.

Daniel hopes to publish his book and will certainly appreciate all comments, suggestions and support. If you are interested in this project, you may contact him at: (514) 841-3250 ext. 5271.

## RECERTIFICATION JOURNALS

We know that maintaining the certification journal can be a daunting task which some people might prefer to avoid. However, you have put a lot of time and effort into studying, then passing your exam, so why let all that go to waste? With recertification journals in mind, the ASQC has advised the Montreal chapter that the following people should be submitting their journals in June 1995.

For CQA, they are;

Sylvain Couture, of Gatineau  
Alice D. Gauthier  
Annisia S. Ma.  
Jane E. Manor, or Rouses Pionte

Jean Pierre Lauriault  
Mark L. McDonald

For the CQE, the journals for the following people are due;

Christian Brunelle  
Andre L. Di Sanza

Steven E. Crichton  
Harald Modis

If you are having problems summarizing all the data required to complete your journal, contact Norman Dickinson for assistance at (514) 736-1470 (days) or (514) 334-6102 (evenings). The section chair is here to assist you to compile your journal.

May 31st, 1995

**TO:** All members

**FROM:** JP Amiel  
Elections chair

At the annual assemblée of the Montreal Section, held at l'Algeroise on the 25th of april 1995, the following members were elected to Executive positions and the following committee chairs were filled.

**MONTREAL SECTION -- OFFICERS : 1995-96**

**Chairman:**

Sam WEISSFELNER  
QUALSAM  
(514) 696-5291

**Vice-Chairman:**

Dr Inteaz ALLI  
McGill University  
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**Secretary:**

Robert FAIRBAIRN  
Professional Pharmaceuticals  
(514) 631-7710

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Ericsson Communications Inc.  
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**ISO Coordinator:**

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RUSSBREC  
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ATS Aerospatiale  
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Paola L. HAWA  
Lexcom  
(514) 695-5541

**Programs & Arrangements:**

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Denis MARTIN  
Avon Canada  
(514) 630-8348

**SMP Coordinator:**

Douglas MORGAN  
Kraft General Foods  
(514) 856-5038

**Liaison Section québécoise:**

Gilbert COLL  
SGS Certification Services  
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Dr David TOZER  
David TOZER & Associates  
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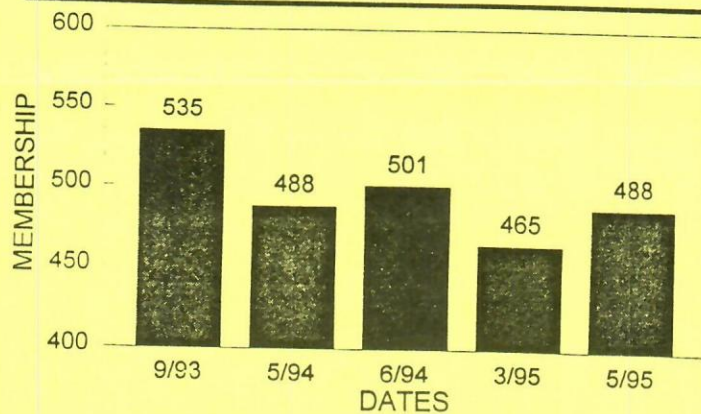
**Directors:**

Youssef YOUSSEF  
Ecole de Technologie Supérieure  
(514) 289-8860

WELCOME TO NEW MEMBERS  
ASQC MONTREAL 0401

FULNAME	COMPANY	F27
Bahay El-Din Ahmed Zaky	Canadian Integrated Projects	9504
Yves A. Baril	IBM Canada Ltd (Broment)	9504
Mario Brouillard	IBM	9504
William Caluori	Lawson Mardon Label Montreal	9504
Ronald Robert Cox	Lawson Mardon Label Montreal	9504
Louise Duperron	IBM Canada ltee	9504
Wilder Galiano	Cercast-Howmet	9504
Remi Lamy	IBM Canada Ltee	9504
Sylvain Lavoie	Defense Construction Canada	9504
Claude Letendre	IBM	9504
Laurent Marquis	IBM of Canada Ltee	9504
Eulene A. Martineau-Madden		9504
Terrence J. McKeogh	Canadian Marconi Co	9504
Reno Robillard	Ericsson Communication Inc.	9504
Alfred Roy	IBM of Canada Ltd	9504
Marc Skinner	Bell Northern Research	9504
Kathleen M. Turner	General DataComm Ltd	9504
Paul Issa	Shellcast Foundries Inc	9503
Marie-Christine E. Assouad	McGill University	9503
David Elkaim	Northern Telecom	9503
Don D. Knickerbocker	General Motors Overseas Corp	9503
Syed A. Nabi	Emergi-Lite	9503
Alford O'Brien	6055 Baillargeon	9503
Raymond J. Scharf	Govt Telecom & Info Services	9503
Daniel Thavard	Le Groupe CGI	9503
Ming Zhang	CAE Vanguard	9503

ASQC - MONTREAL - MAY '95



## **NEEDED IMMEDIATELY**

### **Senior Tester, Datacoms**

**Our client is seeking an experienced Software Tester, preferably from a datacom environment.**

**Experience in testing and/or supporting networks, data communications, LAN/WAN, Netware, OS/2 are strong assets.**

**Please contact: Marion Testart  
Placement Testart Inc.  
(514) 489-8484**

### **MESSAGE FROM OUTGOING CHAIR**

As the Section's year comes to an end and I reflect on the past year's activities, a few highlights come to mind and are worthy of mention. Our ISO 9000 presentations generated a lot of enthusiasm and demonstrated that this is of keen interest to quality professionals at large. The Section developed a program to recognize valued contributions to the field of quality and after approval by ASQC headquarters, we expect to start with this program in the coming year. We succeeded in re-establishing our outreach with the Koality Kid program at the Allion Primary School in LaSalle and we expect this to continue based on the School's commitment to the Koality Kid program. Our membership has remained close to 500 and we continue to have as our goal an increase in our membership.

During the past few years, the Montreal Section has enjoyed the benefit of unselfish efforts and commitment from a group of volunteers who manages the Section in the capacity of executive officers, committee chairs and committee members. As outgoing Chair, I take this opportunity to extend a sincere "Thank You" to last year's executive. To Sam Weissfelner, the incoming Chair, I extend my best wishes and I look forward to working with you and next year's executive.

Inteaz Alli

## GETTING VALUE FROM ISO 9000 (QUALITY) MANAGEMENT SYSTEMS

It is suggested that the problems we often encounter implementing truly effective ISO 9000 systems typically stem from lack of management commitment, "lip service" paid by the grass roots and excessive costs relative to any tangible benefits that result.

If we look for the root cause of such problems (a.k.a. "opportunities"), we often find that while we are dedicated disciples of quality who readily understand and visualize the benefits of a good quality system, our audience is on a different wavelength. The only language that our audience (our customer!) will understand includes words like "survival", "competitiveness", "efficiency", "productivity" and "cost reduction". An ISO 9000 system is often perceived as a very costly (both to set up as well as to maintain), but necessary evil - so that marketing people can leverage sales from the ISO certification.

Many ISO 9000 practitioners will say that written procedures, document control and traceability are among the most important requirements. Indeed, many organizations have been certified on the basis that the key to ISO 9000 is simply to document everything, this supposedly displays a written commitment, ensures consistency, evidence of compliance and conformity to requirements - but the effect can be superficial and the facts seldom what they would appear to be. This approach to ISO certification responds solely to superficial marketplace requirements without addressing the organization's own needs - it's like using makeup to hide a disease that will eventually prevail.

In the search for an organization's true commitment to implement a successful (quality) management system - one that derives tangible benefits through cost reduction, operational efficiency, customer confidence and therefore competitiveness, we might take a different approach to ISO 9000 implementation.

Take a pragmatic approach: begin by determining Quality Costs, overall corporate and detailed by department or profit center. Talk to the people (the grass roots people), ask them where the problems seem to lie. Use Pareto analysis on this collection of data (cost and other) in order to identify improvement targets.

Develop a small scale example of ISO 9000 founded in one problem area (a department or process). Show how corrective action works by and through team problem-solving and the use of quality engineering techniques, then follow with the ISO system elements like written policies, improved procedures and uniform training, process monitoring and recorded evidence of control, etc.

Now compare Quality Costs before & after improvement (a.k.a. ISO 9000) and show the benefits in dollars, in reduced customer complaints, in reduced inventory or W.I.P., in improved teamwork and employee pride, satisfaction, morale and professionalism, etc..

With a successful example to the organization's credit, we will begin to create the culture which can support a truly effective (quality) management system.

We should remember to:

- Keep it simple (don't control trivia, do simplify procedures & data records).
- Reduce data collection in the wake of succesful problem analysis and resolution.
- Focus on the critical few (if it's not critical or important, then it's trivial).
- Strive for a tangible benefit (if nothing improves, then why do it?).

And lest we not forget, when we sell quality assurance, we are also selling the in-tangibles of: insurance against Murphy's Law, risk reduction and peace of mind - these are things that the organization and it's customers are also willing to buy.

Could bringing both the tangible and intangible benefits to the organization go a long way towards ensuring a successful ISO 9000 implementation?

Please address questions & feedback on this article to:

Jean Denis, CQE (514) 364 5032, 701 Surrey Drive, Baie d Urfe, QC H9X 2E8



**SGS International Certification Services Canada, Inc.**

**ISO 9000 QUALITY SYSTEMS TRAINING**  
**1995 Course Schedule Summary**



A Complete Brochure of the Training Courses can be obtained by calling (905) 479-1160 or 1-800-636-0847 or by fax (905) 479-9452

**Quality Systems Documentation \$645,00\***

March 27th - 28th	Toronto W
April 25th - 26th	Toronto E
May 16th - 17th	Montreal
May 30th - 31st	Toronto E
June 26th-27th (en Francais)	Montreal
June 27th-28th	Toronto W
August 29th-30th	Toronto W
August 29th-30th	Vancouver
September 6th-7th	Toronto E
September 19th - 20th	Calgary
September 28th-29th	Montreal
October 18th-19th	Toronto W
November 15th-16th	Vancouver
November 21nd-22nd	Toronto E
December 6th-7th	Toronto W

**Lead Assessor, IRCA/RAB \$1495,00\***

April 3rd - 7th	Toronto E
May 8th - 12th	Toronto W
May 29th - June 2nd	Montreal
June 19th-23rd	Toronto E
July 10th-14th (en Francais)	Montreal
August 14th-18th	Toronto W
September 11th-15th	Montreal
September 11th - 15th	Calgary
September 18th-22nd	Toronto W
October 2nd-6th	Vancouver
October 23rd-27th	Toronto E
November 6th-10th	Montreal
November 27th-Dec. 1st	Toronto W
December 11th-15th	Vancouver

**Internal Auditor, 2 days \$795,00\***

March 29th - 30th	Toronto E
April 19th - 20th	Montreal
April 27th - 28th	Toronto W
May 24th - 25th	Toronto E
June 12th-13th	Montreal
June 29th-30th	Toronto W
August 22nd-23rd	Toronto E
September 21st - 22nd	Calgary
September 26th-27th	Vancouver
October 4th-5th	Toronto W
October 16th-17th	Montreal
November 1st-2nd	Toronto E
December 4th-5th	Toronto W
December 6th-7th	Vancouver

**ISO 9000 For The Service Sectors \$795,00\***

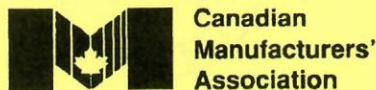
April 18th - 19th	Toronto
May 23rd-24th	Toronto
June 29th-30th	Toronto

**Additional Courses Offered**

- ISO 9000 Awareness
- ISO 9000 Executive Overview
- Introduction to TickIT
- TickIT Lead Auditor Course
- Introduction to BS7750 - Environmental Standard

\* Prices do not include GST.  
 Eligible for SQDM credit, Reg#: 06F102700-1

All of our courses can be provided in-house upon special request.  
 Please contact:



Gitte Jorgensen, Training Co-ordinator  
**SGS International Certification Services**  
 90 Gough Road, Unit #4, Markham, Ont. L3R 5V5  
 Toll free 1-800-636-0847

# Client Feedback

Recognizing both the importance and value of client feedback in continuously improving our Training Services, SGS ICS closely monitors each participant's comments and would like to share the following selection with you :

*"I found the professional presentation of the course excellent and the experience from real life, on the part of instructors, to be invaluable in providing examples of the ISO 9000 audit process. I extend my sincere gratitude to SGS ICS for the learning experience."*

**Fred Taylor**  
**LEVER BROTHERS LIMITED**

*"Well thought out course, experienced, knowledgeable and very personable instructors. I especially enjoyed the opportunity to work with the other attendees as well as the interaction and discussions that took place over lunch."*

**Ginette Sincennes**  
**McCAIN FOODS LTD.**

*"I thoroughly enjoyed the course. The instructors were very knowledgeable and adept at handling a group of diverse participants. I enjoyed the high degree of interaction between participants."*

**Gail Blackett-Smith**  
**MINISTRY OF ECONOMIC  
DEVELOPMENT & TRADE**

*"I would like to compliment the course instructors on their efforts in teaching this material. They demonstrated a very good knowledge of the subject matter and their use of practical examples was extremely useful. Overall, an excellent job."*

**Gordon Keirstead**  
**SHELL CANADA LIMITED**

*"The course offers a good combination of both theoretical and practical knowledge. This is one course and organization I would recommend to others."*

**Dan Barbu**  
**PROTOTYPE CIRCUITS INC.**

*"It was great having people with lots of real life ISO 9000 audit experience, lead the course."*

**Doug Kellenberger**  
**POSITRAIN SYSTEMS**

