



Montreal Section 0401 Newsletter

November 1995

Volume 47 Issue 3

Chairman's Message

Sam Weissföner - Chairman, Montreal Section

*A*s this issue of our Newsletter goes to press, I am happy to report another successful Satellite Broadcast for Quality Month, 1995. The ASQC Montreal Section (0401), and Section Québécoise (0404), as well as the Association for Quality and Participation (AQP), combined their efforts to make this event a full day of interesting speakers and presentations. I would like to take this opportunity to commend Chuck Altman and his associates for the time and effort contributed to make this event the success it was.

A second item of interest I wish to report on concerns the continuing efforts that are underway to establish within Canada an independent association to certify and register quality auditors. A survey distributed earlier this year

through the Ottawa Section of ASQC has helped to determine the level of interest for this project. Presentations are now to be made to the Standards Council of Canada and Industry Canada, to obtain the necessary national support to make this exercise a reality. I will continue to keep you informed of developments in this area as they occur.

I'd like to close my column this month with a note to our members concerning some of the various committees that your section supports. Our ISO Committee and Newsletter staff are currently looking for additional support to help out in some of their activities. If you have some background in either of these areas, or if you simply wish to become more involved with some of your section activities, please do not hesitate to contact me directly. We'll be sure to put your talents to good use **q**

CQE, CQA & CQM refresher courses

David Tozer, Chair Education

*T*his year as in the past, the ASQC (Montreal Section) will be sponsoring refresher courses in preparation for the March CQM and the June CQE, CQA exams.

Courses will start 1 January 1996 for the CQM and will start the 31 January 1996 for CQE and CQA. Course leaders will be:

- Chuck Altman—CQM, 630-4877
- Gilbert Coll (QMI Accredited)—CQA, 695-3310
- Dr. David Tozer—CQE, 694-2830

To register, please complete the form on page 4 of this Newsletter or contact one of the people indicated above.

Courses will be held at MacDonald College, Ste.-Anne-de-Bellevue and the deadline for registration is 20 December 1995. The course costs and schedules for the courses

(Continued on page 3)

Quality month - what happened?

Charles Altman - Chair - Quality Month

*A*s this year's Quality Month conference (an all-day event held October 26, 1995) in Montreal was attended by both seasoned professionals and by students new to the quality field. The speakers and their topics were interesting and presented a series of new methods and some things to consider when implementing, and more importantly, when maintaining a quality system. The satellite broadcast was seen by an estimated audience of over 250,000. My special thanks to Lorne Zakaib, Nathalie Fortier, Youssef A. Youssef and Bernard



Lamarre for being our speakers. A special thanks also to Mr. R. Papineau—DG of Ecole Technologie Supérieure for the use of the school's facilities. The comments that were overheard from participants were most

favorable and so we are pleased to have provided another successful event. This event was the first collaborative effort in which the Montreal Section, the Section Québécoise and the Association for Quality and Participation (AQP) worked together. Judging from the results, we expect that it will not be the last.

One question that was asked more than once by many of the participants and organisers alike was, "How come there are not more quality professionals here?"

If you were one of the people not attending this important event in our calendar, then the question can only be answered by you. Mr. Zakaib, in his presentation used the phrase, "Leaders must walk the talk". You will have to decide yourselves whether or not you do! **q**

Would you like to make a difference?

*D*ue to some of our members moving away from the Montreal area, we have some vacant seats on the ISO Committee Executive th at need to be filled.

We are in the process of recruiting new members for the Montreal Section ISO Committee and would like you to join. Join our ISO team and help us make a difference. For more information please contact Roger Guitar at (514) 699-1134_q



inside...

December Event, Quotable quotation.....	Page 2
Education, CQE, CQA and CQM course syllabus	Page 3
New members, New publications, CQE, CQA, CQM course registration form	Page 4
TQM in the classroom - Part 1 of a 4- part series, Job Opportunity	Page 7
November Event.....	Page 8



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**Quality Month &
 Koality Kid:**
 Charles ALTMAN

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 Jean-Pierre AMIEL

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 Gilbert COLL

Director:
 Youssef YOUSSEF

Due to the tight timing - we are providing advance notice of information that you can schedule your time for the

DECEMBER EVENT

WHAT: A discussion on **"The New Quality Professional"** with guests: **Lionel Hervieux**—Director, Quality, STCUM-CEM; **Douglas Morgan**—KRAFT, General Foods; **Gerry Davidson**—Quality Management Consultant, LEXCOM Inc.

Over the past 10 years there have been many changes in the application of quality in industry. We have evolved from organised quality control, to quality assurance and more recently to quality management systems. These systems all have one thing in common—*people*. However, these systems do not share the same philosophy regarding how to best work with people, especially in the area of the quality professional.

Total Quality Management (TQM) concepts recognise that other strategic areas of a company have an impact on the quality of the end product as well as future sales. At the same time there has been a move towards downsizing large businesses, reducing middle management and outsourcing any services. This means that quality professionals are no longer the only people promoting quality as a means of survival or evolution of a company. Both management and quality professionals are now expected to be involved in team building, motivation and problem solving activities as well as financial concerns.

Questions we'd like to ask our guests include:

- ⇒ What impact do these changes have on the individuals working in the primary areas of quality?
- ⇒ What is the profile of the new quality professional?
- ⇒ What is really their role in the organisation?
- ⇒ What are the tools that will have to have or acquire?
- ⇒ What future changes in the organisation will affect them and their role(s)?

WHEN: December 12, 1995. 18h00.

WHERE: Dorval Airport Hilton.

CONTACT: Paola L. Hawa, Chair of Programs and Arrangements, to confirm your participation or to get more information at (514) 695-5541.

DEADLINE: Receipt to RSVP by December 8, 1995.

COST: This event will cost \$25.00 and includes a hot and cold buffet. NOTE: payment in cash or check required at the door.

"I sometimes give myself admirable advice, but I am incapable of taking it."

-Mary Wortley Montagu



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(Continued from page 1)

are as follows:

- **CQM** \$600.00 per person, 2 hours per week for 8 weeks. Courses will be held on Thursdays.
- **CQE** \$800.00 per person, 3 hours per week for 10 weeks. Courses will be held on Tuesdays.
- **CQA** \$600.00 per person, 2 hours per week for 8 weeks. Courses will be held on Wednesdays.

Cheques are to be made payable to 'ASQC Montreal Section'. A full refund will be made for cancellations made up to two weeks prior to the first seminar. All other cancellations will be made but will include a \$50.00 cancellation charge. The course material covered for each of the courses is indicated below. **Q**

CQE Course			
Probability and Statistics	b quality guidelines	b determination of insp. points	b corrective action
Fundamentals	c budgeting for quality	c kinds of inspection	c follow-up and close out of corrective action
a presentation and description of data	d building quality into design	d interpreting results	d types of audit
b principals of probability	e procurement quality function	e corrective action	Reliability, Maintainability and Product Safety
c discrete prob. distributions	f in-process and finished product	f selection and training of personnel	a basic concepts
d continuous distributions	Quality Management and Product Liability	g purposes of testing	b product design, development and production
e functions	a inspection and test planning	h method of inspection	c maintainability
f sampling distributions	b nonconforming material	i testing equipment	d product safety
g statistical inference	c customer complaints	j test data	e software
h regression and corr. analysis	d educ. & training for quality	Quality Cost Analysis	Quality Information Systems
Statistical Quality Control	e product liability law and prevention	a definition of quality cost areas	a planning the system
a control charts	f software reliability	b planning or quality cost programme	b accuracy and precision
b acceptance sampling	Metrology Systems	c cost data collection and tabulation	c functional concepts
Experimental Design Techniques	a standards and traceability	d trend analysis and corr. action	d role of the computer
a basic concepts	b metrology control systems & requirements	e business reports to mgmt.	Motivation and Human Factors
b one factor experiments	c measurement techniques	f frequency of defects vs. quality costs	a quality motivation - employees
c Taguchi methods	d basic equipment available	g quality cost impr. systems	b human factors approach
Quality Planning and Management	Inspection and Testing Methods	Quality Auditing	c motivation and workmanship
a total quality control concept	a classification of characteristics	a auditing prod. & syst. quality	g basic principals of industrial psychology Q
CQA Course			
Certification Overview	b audit protocol	l scoring checklist	o auditee rights
a certified auditor exam	c auditor professionalism	m non-scoring checklist	Audit Report and Follow-up
b code of ethics	d auditor competence	n checklists & records	a management principals
Introduction to Quality Auditing	e communications (listening, independence)	o functional checklists	b quality functions
a auditing terms and defs.	f observation	p developing checklists	c quality objectives
b pure auditing terms	g objectivity	q checklist examples	d quality considerations
c additional definitions	h judging	Audit Performance	e time management
d audit overview	i pitfalls	a responsibilities	h inspection principals (purpose of inspection, seriousness classifications)
e audit purpose and benefits	planning and preparation	b opening meeting	k sampling principals (MIL-STD-105E, MIL-STD-414)
f audit philosophy	a audit planning	c use of checklists	p statistical concepts (central tendency, process capability, probability distributions)
h types of audits (system, process, product, int/ext)	b audit authority	d verification	r control charts (types of charts, interpretation rules)
i third party audit	c auditing costs	e interviewing	s problem solving
j specific objective audits	d organisational audit training	f audit tools	t brainstorming
k general audit matrix	f audit scheduling	g field inspection	u process flow charts
l system audit matrix	g notification of audit	h discovery sampling	g pareto diagrams Q
m ISO9000/Q90 standards	g audit preparation	i sample inspection	
n ISO10011 synopsis	h organisational team selection	j tracing & flowcharts	
Auditor Skills & Conduct	i functional team selection	k caucus meetings	
a auditor responsibilities	j audit team preparation	l observations and findings	
	k organisational checklist	m post audit preparation	
		n exit meeting	
CQM Course			
Quality Standards	f business functions	f customer partnerships	a leadership responsibilities
a Malcolm Baldrige Award	g internal communications	g customer techniques	b quality staffing issues
b ISO standards	Strategic Quality Planning	h multi-customer management	c job descr. responsibilities
c total quality management	a quality plan	i conflict resolution	d team empowerment
d continuous improvement	b system variation	j customer retention	e team formation and evolution
e cycle time reduction	c quality function mission	Project Management	f team management
f re-engineering	d quality function priority	a project planning	Training and Education
g supplier management	e org. performance goals	b project implementation	a top down support
h customer service	f quality principals and policies	Continuous Improvement	b strategic planning
Organisations and their Functions	g resource requirements	a quality improvement tools	c training subgroups & topics
a organisational assessment	Customer Satisfaction and Focus	b quality costs	d training needs
b organisational structures	a types of customers	c trend analysis	e post training evaluation
c quality functions	b customer driven organisation	d process improvement	f classic training tools
d change agents	c customer expectations	e process mapping	g technical training tools Q
e management styles	d customer relationships	f measurement issues	
	e customer identification	Human Resource Management.	

A Warm Welcome to our New ASQC Members

Denis Martin - Chair membership

NAME	START DATE	COMPANY
Gerald A. Baillargeon	September 1995	Inst. of Quebec & Trois Riviere
Yves Bouffard	September 1995	Projean Inc.
Sylvain Boulanger	September 1995	Canstar Sports Inc.
Susan J. Filipic	September 1995	Dupont Canada
Lucia Fusaro	September 1995	Concordia University, EDP
Jean-Marie Gonthier	September 1995	Hydro Quebec
Ada Mourelatos	September 1995	Met-Chem Canada Inc.
Mihai Stanoiu	September 1995	National Tool Hardening
Philip Wong	September 1995	Northern Telecom
Singu Babu Yerra	September 1995	Concordia University

Quality Award for Canadian

Reprinted from India Abroad- New York, NY

Madhav Sinha, a technical development officer with the Manitoba Department of Labour in Winnipeg, Canada, was selected this year by the American Society for Quality Control (ASQC) the recipient of its Eugene L Grant Award.

He was cited for his significant and many years of extensive contributions in developing, organising establishing and teaching several total quality management curricula for government, industry and academia. Sinha was honored at a special ceremony of the ASQC's Annual Quality Congress on May 22 in Cincinnati, Ohio, attended by over 5000 quality professionals from 40 countries around the world.

Pervious recipients of the award have included management gurus such as the Americans Joseph Juran and Harold Hodge, and Japanese Kaoru Ishikawa and Yoshio Kondo.



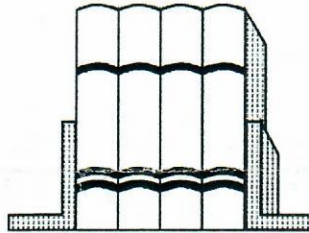
New publications from the ASQC Quality Press

Integrating Reengineering with Total Quality, by Joseph N. Kelada, 1996, 481 pages, 6" x 9", hardcover, item H0896, Member price \$36.00, list price \$40.00, available November 15, 1995.

ISO 9000 for Software Developers, Revised Edition, by Charles H. Schmauch, 1995, 167 pages, 6" x 9", hardcover, item H0901, member price \$40.50, list price \$45.00.

The Best on Quality, Volume 6, John D. Hromi, editor, 1995, 372 pages, 6" x 9", hardcover, item H0897, Member price \$38.50 list price \$43.00.

Eight-Step Process to Successful ISO 9000 Implementation: A Quality Management System Approach, by Lawrence A. Wilson, 1996, 358 pages, 6" x 9", softcover, item H0878 Member price \$31.50, list price \$35.00, available November 15, 1995



Registration Form

I wish to attend the following course CQE _____ CQA _____ CQM _____

Name: _____ Title: _____

Company: _____

Mailing Address: _____

City: _____ Province: _____ Postal Code: _____

Send to: Education Chairman
3383 boul des Sources,
Dollard des Ormeaux, Quebec,
H9B 1Z8

Make Cheques payable to "ASQC, Montreal Section"



ISO 9000 TRAINING FOR SERVICE ORGANIZATIONS



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SGS International Certification Services Canada Inc. is proud to announce its ISO 9000 course for Service Organizations.

SGS ICS Canada Inc., a wholly owned subsidiary of SGS Canada Inc., offers assessment, registration, and training services to the ISO 9000 Series of Standards, environmental standards and QS 9000. SGS ICS Inc. has affiliated offices in 59 countries covering North America, South America, Europe and the Asia-Pacific Rim. Worldwide, we have Registered over 4000 companies.

WHO SHOULD ATTEND:

Service Organization personnel who are involved in the development and implementation of a Quality System. The course is valuable to Executives, Quality Managers, ISO 9000 Co-ordinators and Quality professionals.

OBJECTIVES:

This 2 day course provides an overview of the ISO 9000 Series of Standards, the benefits to Service Organizations and the interpretation and application of ISO 9000 using ISO 9004-2: Guidelines for the Service Industry.

CONTENT:

- ◆ ISO 9000 Series of Standards
- ◆ Interpreting and applying ISO 9000 using ISO 9004-2
- ◆ Benefits to Service Organizations
- ◆ Documentation and implementation of the Quality System
- ◆ The Registration process
- ◆ Evaluating a Registrar's experience in the service sectors

COURSE FEE: \$795.00 + GST

For more information or to reserve space, please contact
Donna Jarvie, Training Administrator.

Call Toll Free: 1-800-636-0847

Please see schedule for course dates and locations.



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December 6th & 7th	Vancouver	
7 - 8 décembre en Français	Montréal	
December 14th & 15th	Kitchener/Waterloo	
January 17th - 18th	Toronto	
February 5th - 6th	Toronto	
12 - 13 février en Français	Montréal	
March 4th - 5th	Toronto	
March 14th - 15th	Montreal	
April 3rd - 4th	Toronto	
April 9th - 10th	Montreal	
April 11th - 12th	Kitchener/Waterloo	
15 - 16 avril en Français	Montréal	
May 2nd - 3rd	Toronto	
June 6th - 7th	Kitchener/Waterloo	
August 15th & 16th	Vancouver	
21 - 22 août en Français	Montréal	
September 5th - 6th	Kitchener/Waterloo	

Quality Systems Documentation		\$645.00*
November 15th & 16th	Vancouver	
December 6th & 7th	Toronto	
December 12th & 13th	Kitchener/Waterloo	
February 1st - 2nd	Kitchener/Waterloo	
March 11th - 12th	Kitchener/Waterloo	
April 17th - 18th	Vancouver	
June 3rd & 4th	Montreal	

Lead Assessor, IRCA/RAB		\$1495.00*
20 - 24 novembre en Français	Montréal	
November 27th - Dec. 1st	Toronto	
December 4 - 8	Montreal	
December 11th - 15th	Vancouver	
January 22nd - 26th	Toronto	
Jan 29th - Feb 2nd	Montreal	
February 19th - 23rd	Toronto	
Feb 26th - Mar 1st	Montreal	
March 18th - 22nd	Toronto	

ISO 9000 For The Service Sector		\$795.00*
November 13th & 14th	Montreal	
November 16th & 17th	Kitchener/Waterloo	
December 18th & 19th	Montreal	
February 14th - 15th	Toronto	
February 14th - 15th	Vancouver	
March 13th - 14th	Kitchener/Waterloo	
April 1st - 2nd	Toronto	
April 25th - 26th	Toronto	
April 29th - 30th	Montreal	
May 7th - 8th	Vancouver	

Additional Courses Offered
★ TickIT Lead Auditor Course
Date(s) to be Announced
• Introduction to BS7750 - Environmental Standard
• ISO 9000 Executive Overview
• Introduction to TickIT

All of our courses can be customized for in-house presentations. Please contact Donna or Jim in the Training Department at:



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TQM Transforms the Classroom

REPRINT - Management Review, September 1995, article by Martha H Peak

This is the first of a continuing four-part series on quality in the classroom.

When asked to name the greatest problem facing America today, most business executives respond that our young people are not receiving the training necessary to be the "knowledge workers" who will keep our businesses and our nation globally competitive in the 21st century.

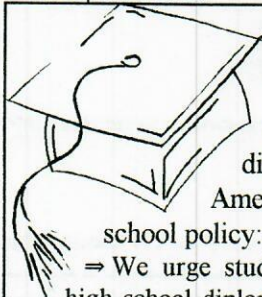
Responding to these concerns, America has made a tremendous effort to improve public education. Over the past 50 years, we have pumped increasing sums of money, hired more administrators, adopted new social strategies and then waited a decade to review the results before repeating the same tactics. "Obviously, we must be working on the wrong things," said Lloyd Dobyns, a writer who specialises in the quality movement, at the Fourth National Governor's Conference for Quality in Education last spring in Albuquerque.

Instead of repeating the old fixes, the nearly 1,000 educators at the conference were invited to put aside conventional wisdom and "reinvent" their schools: "imagine that your school was destroyed tonight and you had to rebuild it tomorrow," said Dobyns. How would you design it? The answers at the conference ran the gamut:

- **Rethink class arrangement:** "We divide students into 'manageable' classroom groups for administrative reasons, not learning ones." said teacher and quality innovator David Langford. The traditional cookie-cutter school layout was developed in the Industrial Revolution after the factory model, when students were needed to fill low-skilled jobs on the production line. It was not designed to teach high-level skills.
- **Rethink the curriculum:** Not only is our curriculum another Industrial Revolution holdover; it is also highly arbitrary. According to Langford, algebra is taught prior to geometry because turn-of-the-

century educators made the decision based on alphabetical order.

- **Rethink our assessment mechanisms:** A student's ability to choose between multiple choice options on a test does not translate into the kinds of creative thinking skills needed today. Standardised exams are coming under increasing attack as not in sync with the knowledge-base of our increasingly diverse student body; some top colleges are beginning to phase out use of the SAT.



BRIEFCAS

Consider the dichotomies in American public school policy:

- ⇒ We urge students to get their high school diploma, but businesses that hire low-skilled labor make little distinction about the degree in their hiring practices.
- ⇒ We ask teachers to teach sex education and values education, and then complain that they don't teach the "basics".
- ⇒ We complain that schools are not graduating young people prepared for the workforce, yet judge schools by their college acceptance rates, not the number of their graduates who are job-ready.

classes and less on actual teaching. Many innovative schools are experimenting with fewer, longer class periods.

It's no coincidence that discussions echo the interest on "reinvention" now under way in American business. After all, many corporate leaders have proved willing to provide money and expertise in their own communities to help our public education system, and it is inevitable that quality processes that had helped effect change in the business community would be transferred to the educational landscape. It is also inevitable that the

same reasons that TQM is less than a "magic bullet" in business mean that quality processes cannot cure all the ills of our public school system.

But progress is being made, and adherents claim that these quality processes can improve education in these ways:

1 TQM OFFERS A SYSTEMATIC APPROACH TO PRACTICE CONTINUOUS IMPROVEMENT.

This means that TQM educators are not working alone, but can draw on the full participation of all stakeholders in the school—students, parents, teachers and administrators, and the business people who hire the graduates.

2 TQM PROVIDES A SET OF STATISTICAL TOOLS

for uncovering the causes of low test scores or high dropout rates. Using quality methodologies, educators can uncover and deal with the root causes of these problems rather than try to "fix" the outcomes.

3 TQM DEMANDS QUALITY WORK.

While this may seem obvious, it has far-reaching consequences in the classroom, because it means that the quantity of a student's work is no substitute for the quality of that work. This means that completing two well-thought-out assignments can teach the student more than a half-dozen quickly prepared ones.

4 TQM PROVIDES A COMMON VOCABULARY FOR EDUCATORS AND BUSINESS EXECUTIVES.

Except that educators have rewritten the third segment of W. Edward Deming's Plan-Do-Check-Act cycle so that it now reads Plan-Do-Study-Act, business executives and educators can "talk TQM" using a common vocabulary. This is critical if business professionals are to get involved in school improvement processes.

Next issue - "Johnny Appleseed" the growth of quality processes in public schools

POSTE DISPONIBLE

PYRAMID TRANSIT

Directeur Assurance Qualité

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- A du leadership et aime relever les défis.

Faire parvenir votre CV au:

Relations Humaines de Pyramid Transit
2070 Route TransCanada, Dorval, H9P 2N4

Nous ne communiquerons qu'avec les personnes sélectionnées pour entrevue.

NOVEMBER EVENT

- WHAT:** "You've got to be crazy to be in quality", A dinner talk by Michel David.
 A study of recent research on social behaviour indicates that the principals upon which ISO-9000 Quality System Standards are based might be counter-cultural to North American values and training. At the same time, customer satisfaction studies now indicate that your most loyal customers are the ones that have had problems with you in the past. The presentation will elaborate on these two principals and other interesting facts, that when all taken together will lead any sane person to conclude that "You've Got To Be Crazy To Be In Quality".
- WHEN:** November 21, 1995. 18h00.
- WHERE:** Dorval Airport Hilton.
- CONTACT:** Paola L. Hawa, Chair of Programs and Arrangements, to confirm your participation or to get more information at (514) 695-5541.
- DEADLINE:** Receipt to RSVP by November 17, 1995.
- COST:** This event will cost \$25.00 and includes a hot and cold buffet. NOTE: payment by cash or check at the door

- DECEMBER** -----The New Quality Professional
JANUARY -----ISO 9000, Second Round Table
FEBRUARY -----Software Quality
MARCH -----Quality in Government
APRIL -----General Assembly - Award night
MAY -----Team Problem-Solving Olympics

For more on the coming events; locations, times, costs, and details of the events themselves, keep an eye on this area of the Newsletter. We will make every effort to keep you advised of what is coming up in plenty of time for you to plan *your* schedule so that you can participate.

Newsletter

Montreal Section 0401

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 Dollard des Ormeaux, Quebec,
 H9B 1Z8

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Address sticker

inside...

December Event, Quotable quotation.....	Page 2
Education, CQE, CQA and CQM course syllabus	Page 3
New members, New publications, CQE, CQA, CQM course registration form	Page 4
TQM in the classroom - Part 1 of a 4- part series, Job Opportunity	Page 7
November Event.....	Page 8