



Montreal Section 0401 Newsletter

December 1995

Volume 47 Issue 4

Chairman's Message

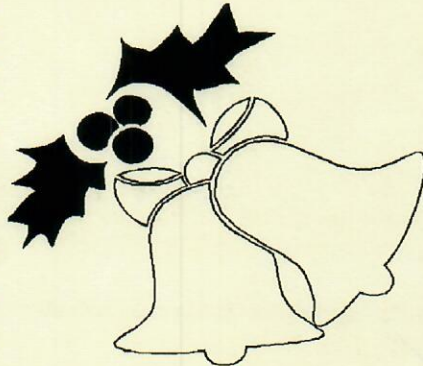
Sam Weissfelner - Chairman, Montreal Section

As the holiday season fast approaches, and 1995 slips into the history books, it is an opportune time to reflect back on the developments of the past year. It certainly has been an eventful year, especially from a "quality" point of view.

Government recognition and support for Quality has grown at both the provincial and federal levels, and 1996 promises even more developments. Industry has also responded to this in-

creased awareness with more organizations moving to become ISO certified. The ISO standards themselves have continued to evolve and mature with specific focus being placed on the automotive and software sectors, as well as the environment.

The Quality field has grown to become one of immense growth and opportunity and I look forward to 1996 with great anticipation. I wish all our members a happy and healthy holiday season and all the best in the coming year.



Sam q

Johnny Appleseed

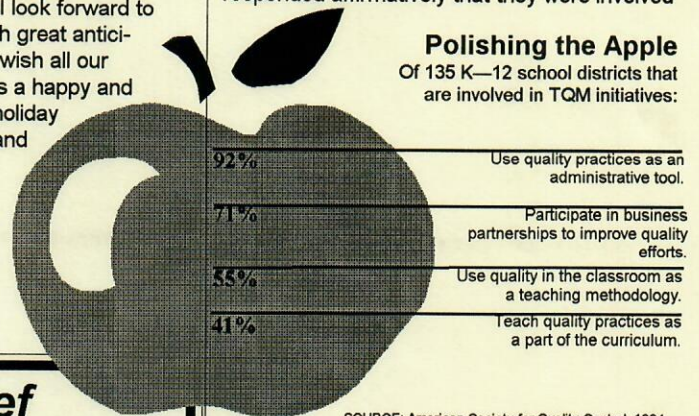
REPRINT - Management Review, September 1995, article by Martha H. Peak

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

Installing statistical quality processes in public schools is a small but growing phenomenon. In a survey sponsored by the American Society for Quality Control (ASQC) in 1994, 135 K-12 school districts responded affirmatively that they were involved

Polishing the Apple

Of 135 K-12 school districts that are involved in TQM initiatives:



SOURCE: American Society for Quality Control, 1994

November Event and Other Grief

Neil Asbil -Newsletter Chair

Due to a number of things that preceded the scheduled event for November—the talk titled 'You've got to be Crazy to be in Quality' by Michel David of Pratt and Whitney—had to be called off. In short we had a slight breakdown in communications which when combined with my being out of town for a time resulted in the Newsletter being ready for publication only in the middle of the month (instead of the beginning as is usual). As a consequence, we decided that the advertising for the event was too late and we could not count on getting a large enough turnout to make it a success. I have taken some remedial steps to prevent this from happening again and will do everything possible to make sure that the Newsletters are on time in the future.

As to the talk that was scheduled by Michel David, Vice President of Quality at Pratt & Whitney—we have been able to reschedule this event to the 16 of February, 1996—it is a topic that we feel sure you will want to attend and will enjoy.

On a related front; many of you may have noticed that some Newsletters bear more than one postmark, you may not have received some of the newsletters or you may be getting your Newsletter later than other people that you know. We have been having quite a time trying to get our mail through Canada Post. Of the last 3 newsletter mailings, we have had over 750 Newsletters rejected by Canada Post. We have yet to get any definitive reason for the rejection (Non-conforming Material Reports of any kind do not seem to be required

(Continued on page 3)

in some way in total quality management initiatives(see chart above), double the number that responded affirmatively in the previous year's survey.

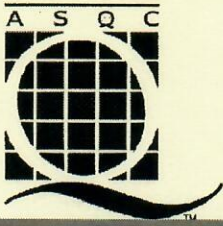
Two uses of quality techniques cited in the ASQC survey—administration and curriculum development—are direct extensions of the use of quality processes in manufacturing and the service sector:

- *Quality in school administration*—administrators have made tremendous strides in the past few years to save paper, reduce clerical waste and streamline processes. Quality management and administrative procedures and elimination of "administrativa" may go a long way to help public schools through the budget crises of the '90's. But naysayers point

(Continued on page 2)

inside...

| | |
|--|--------|
| Quality in Curriculum (continuation), Employment Opportunity | Page 2 |
| Fifth annual Quality Audit Conference | Page 3 |
| ISO 9000, Employment Opportunity | Page 4 |
| Upcoming (January) Event, New Sustaining Member, Happy Birthday..... | Page 7 |
| December event..... | Page 8 |



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Quality in Curriculum

(Continued from page 1)

out that this will not help students learn to think critically—a key need of employers—until these processes are taught in the classroom.

- *Quality in the curriculum*—Many quality-oriented schools have developed courses titles "Leadership" or "Decision Making" that teach the consensus improvements process. But teaching TQM in a single classroom will not help it permeate the entire organisation.

Interestingly, many business organisations have fallen into a similar pattern: it has become common to create an "Office of Continuous Improvement" staffed by a "Vice-President of Quality" whose job is to promote consensus improvements throughout the organisation.

The use of TQM as a teaching methodology cited in the ASQC study is the application that offers the most far-reaching results, adherents agree. After all, if students learn quality techniques—including teamwork, consensus improvement and intrinsic motivation—in secondary school, they will have a head start on critical thinking and teambuilding skills so essential to becoming the "knowledge workers" of tomorrow.

This use of TQM is still in its infancy, but teachers who have used it report significant short-term results. TQM methodologies in the classroom were pioneered in the late '80s by David Langford, a public high-school teacher.

The key to Langford's success—and the success of subsequent TQM programs in schools across

the nation—is the ability to instill intrinsic motivation in the students. Langford says that when he enters the classroom at the beginning of the year, the first thing he does is to make sure the students believe the course to be of value and that they understand why they are taking it.

"Why take Algebra 1?" he asks his class. "To get into college," a student will respond. Other students enter the discussion: They say that college will lead to a good job, which will lead to a good salary, which will lead to happiness. "I get it," Langford sums up. "You're taking Algebra 1 because you want to be happy."

If appropriate, Langford brings in business people to talk to the students about how they have applied Algebra to their own lives. "If necessary, take two weeks helping the kids find out why they should learn algebra," he urges public school teachers. "Believe me, those two weeks will be well spent—they will eliminate a lot of time wasted on disciplinary issues later on in the semester."

Using TQM, the role of the teacher is transformed from that of a lecturer who pours information into the brains of listening pupils to that of a mentor who assists and guides the students through the learning process. As Langford demonstrates, a major role of the TQM teacher is to develop a culture in which the students understand the purpose of what they are doing. The idea is that "getting the big picture" will involve them and make them want to learn, and will lead them to take an active rather than a passive role in their education.

Next issue—"Tools and Techniques" and "Testing, Testing"—more on TQM in the classroom

**Poste
 Disponible**

Directeur

Services techniques et propriété intellectuelle

Le contacte organisationnel: Multinationale en pleine croissance et reconnue comme un des leaders dans son domaine, notre cliente fabrique des produits médicaux destinés aux secteurs clés de la santé.

Le poste et ses priorités: En poste au siège social de Montréal et relevant directement du président, le titulaire aura la responsabilité de la gestion des affaires réglementaires, de l'assurance et du contrôle de la qualité, des droits de la propriété intellectuelle ainsi que du développement des produits. Le titulaire sera épaulé par une équipe d'une vingtaine de personnes placées sous l'autorité de trois chefs de service.

Les compétences requises: Diplômé universitaire en sciences, le candidat doit faire preuve de leadership sur le plan technique ainsi que d'un solide sens des affaires. Il doit connaître à fond des règlements et processus d'approbation de la DGPS (HPB) et de la FDA. Bilingue, cette personne aura dirigé avec succès une équipe de spécialistes. La connaissance du processus de certification ISO 9001 sera considérée comme un atout.

Veillez nous faire parvenir votre curriculum vitae au 420, rue McGill, bureau 400, Montréal (Québec) H2Y 2G1, ou par télécopieur au (514) 397-0410, en indiquant le numéro de référence 1597.

Notre client souscrit aux politiques d'équité en emploi.

Illsley Bourbonnais
 Ward Howell International

AVIATION/SPACE & DEFENSE DIVISION



Aviation/Space & Defense Division



Membership in the Aviation/Space & Defense Division of ASQC offers many benefits to the quality professional involved in aviation, space or defense related industries. Division membership brings you the information and advice you need to continue your professional advancement including:

- ◆ Up-to-date commentary on commercial, military and international quality standards
- ◆ A close-knit association of industry experts and professionals offering extensive opportunities for networking.
- ◆ Educational resources and expert advice to help guide you through all aspects of your professional development including ASQC certification exams, training courses and other industry-specific certifications.
- ◆ Close affiliation with both national and international government agencies such as FAA, JAA, NASA, ESA and DoD.
- ◆ The most comprehensive, well-regarded and influential conferences in the industry.
- ◆ An excellent quarterly newsletter containing technical information, upcoming events, industry awards, a speakers resource list and job referral recruitment section.

As a member of ASQC, you qualify to join the Division. Send just \$6.00 for division dues to ASQC headquarters and join the A/S&D Division. Put your career in the aerospace and defense industries into high-gear!

For More Information Call 1.800.375.7363

Fifth Annual Quality Audit Conference

Press Release - Quality Audit Division - for immediate release.

The Quality Audit Division of the American Society for Quality Control will be holding its fifth annual ASQC Quality Audit Conference on Thursday and Friday, February 22-23, 1996. The conference is set for the Westin Crown Center in Kansas City's downtown area.

The Audit Conference has established itself as one of the ASQC's premier events, drawing up to 600 attendees annually from all areas of the US and with many international participants. To assure a quality experience, attendance at the 1996 conference will be limited to 500. The Conference will provide a three-track technical program and features speakers including James G. Patterson on "Listening and the Effective Auditor" and David W. Hutton, author of "The Auditor as Change Agent." The Conference schedule provides for ample opportunities for attendees

Review of Quality Audit Concepts: Learn the basic concepts of planning, performing, and reporting quality audits. Presentations will address the CQA Body of Knowledge along with who, what, where, when and why questions. This track is for those just starting to audit or preparing for the CQA exam.

- ◆ **The Quality Auditor as a Change Agent:** Discover how the auditor can help bring about positive (or negative) changes through the performance of the audit. Both the auditor and the auditee viewpoints will be presented, including the "Auditor As Champion." Application, rather than theory, will be stressed. This track is for experienced auditors looking to increase the effect of their audits and their audit program.
- ◆ **Building Partnerships With Other Auditors:** Build working partnerships with other auditing groups and auditors. Half-day sessions will cover operational (Internal) auditing, performance (government) auditing, and environmental, safety and health (ESH) auditing. These sessions are intended for synergistic growth of the more advanced quality auditor and audit program.

The 1996 conference fee will again be \$395.00(US) including continental breakfasts, lunches, and refreshment breaks. Registration information on the conference is available through ASQC at 800-248-1946. Please request item #B0395. ASQC will accept phone registration by credit card at any time. Conference brochures containing registration forms are now available.

Room arrangements can be made by calling the Westin Crown Center at 800-228-3000 or 816-474-4400

to meet and network with auditing professionals.

The conference will be preceded on February 20-21 by a choice of two tutorials: "Rebuilding the Audit Process to Make a Difference," presented by Marlin Horseman (Horseman Associates) and "Environmental Quality Auditing," presented by Gregory Johnson (Quality Systems Development). Following the conference, on Saturday, February 24, the Quality Audit Division will have a general business meeting open to all interested attendees.

Conference chair Norm Frank, from CER Corporation, notes, "the auditor is often expected to bring about positive change in the organisation through the audit process. This conference will focus on how the auditor can bring about these changes." The program tracks will be geared to meet the needs of both beginner auditors and seasoned professionals.

The conference these is *Making a Difference!* The three tracks will cover:

- ◆ Starting Out - A

Delivery Grief...

(Continued from page 1)

for Canada Post to reject a piece of mail) but we had put it down to the format and the possibility that the Newsletters were jamming the post office's sorting machines. We have experimented with a number of difference ways of closing the Newsletter (from Scotch™ Tape, to self adhesive stickers, etc.) to prevent problems with Canada Post's equipment but we have been unsuccessful. Therefore, we will probably be going back to putting the Newsletters in envelopes. Hopefully, this will get them though Canada Post's incoming inspection! Also hopefully, the extra weight of the envelope will not put us into the next category of postal rates

q

I'm stepping down from my soapbox now - thank you for listening. :-)



Best Wishes

Winter & Spring 1996
Schedule now available.
(514) 333-5767

Accademia Qualitas

ISO 9000

Quality Its Not Just Inspection Any More

Richard Main - Process Control Specialist, Securiplex Technologies

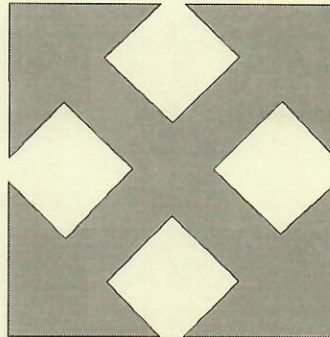
Editor's note: Have you ever wondered how all the 20 elements of ISO 9001 hang together? Well if you have, read on. Richard makes it a ??painless?? process in the following article. Pay attention, it really does tie in all 20 elements and relates how they all interact with each other.

Management Representation must have a vision to set the tone and direction of the Quality System by reviewing the customer's requirements during a Contract Review. The customer's requirements are reflected in the design control methods and practices. These methods and practices flow the information to the work force in the form of documentation and data control. The work force may choose to contact the outside world through purchasing, thus carefully choosing qualified suppliers or vendors who can meet the customer's requirements. The customer may choose to supply some of the sub-components to fit the requirement, Management must safeguard the sub-components by taking Control of the customer supplied products. The customer's requirements may dictate that

processes ensure product Identification and traceability as part of the overall operation in producing the product in conjunction with forming a link to the product's raw material. In the production of the product the operations and practices must reflect process control ensuring a consistent yield of products. The consistency is verified by selectively placing inspection and testing in the operations proving conformance to the specification. The process ensures control of inspection, measuring and test equipment by having the equipment calibrated at regular intervals thus supporting the product's inspection and test status; the status is noted and identified concurrently with the work-in-process. If any of the work-in-process does not conform to the customer's requirement the process must offer control of nonconforming products. Upon it's disposition the process must ensure corrective and preventive action is taken for both the

nonconforming cause and effect. The process must ensure that completed products and sub-components that are work-in-process, are subject to consistent handling, storage, packing, preservation and delivery procedures. The process is able to offer the customer proof of conformance to the specification by maintaining control of quality records and by maintaining a system of internal quality audits thus verifying that the controls on the process are capable of meeting customer requirements. Employees are kept up to date through consistent training reflecting current practices and procedures. If taken to the full extent the customer is offered servicing of the product on-site or in the field.

Management is informed of the overall process' health by using proven methods of statistical techniques which reflect the system current reality or is used as a gauge to forecast the future



Its a Girl!!!

Neil Asbil - Newsletter Chair.

Normally we don't carry birth or birthday announcements in this newsletter but, when the birth is of the daughter of the current Section Chairman - well that's different - right?

For those of you who have been talking to Sam Weissfelner recently, you will have noticed that he's been a bit edgy. Well that all ended last week with the birth of a bouncing baby girl! Sam and his wife Lillian are pleased as punch to have a new addition to the Weissfelner clan. Rachel weighed in at a healthy eight (8) pounds+ (sorry, I don't have the exact numbers) and I am told by reliable sources that this is a very respectable number (I regret to say that I have no personal benchmarks to go by).

So in closing - congratulations and good health to Sam, Lillian and new baby Rachel!!



Position Available

Manufacturing Engineer Required

TRANSYS Networks Inc., a company involved in the design, development and manufacturing of state of the art telecommunications equipment including fiber optic, is looking for a Manufacturing Engineer (member of the OIQ).

This person should have a recognized degree in electrical engineering and a minimum of three (3) to five (5) years in the electronics industry with PCB manufacturing and assembly (SMT) experience. He/she should be fluently bilingual (French and English) and be able to work with computers. In addition the ideal person should have the ability and discipline to work in an ISO 9001 environment.

If you are interested in this position and meet all of the requirements please forward your resume to:

**TRANSYS Networks Inc.,
Human Resources Department,
3403 rue Griffith,
St-Laurent, Quebec.
H4T 1W5**

TRANSYS is an equal opportunity employer. We regret that only those candidates selected for an interview will be contacted.



ISO 9000 TRAINING FOR SERVICE ORGANIZATIONS

NEW

SGS International Certification Services Canada Inc.

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.



Suite 300, 5925 Airport Road,
Mississauga, Ontario L4V 1W1
Phone: (905) 676-9595
Fax: (905) 676-9519



ISO 9000 Quality Systems Training

Call 1-800-636-0847 for a complete brochure of our Courses.

| Internal Auditor | | \$795.00* |
|-----------------------------|--------------------|-----------|
| December 4th & 5th | Toronto | |
| December 6th & 7th | Vancouver | |
| December 14th & 15th | Kitchener/Waterloo | |
| January 17th - 18th | Toronto | |
| 12 - 13 février en Français | Montréal | |
| February 26th - 27th | Toronto | |
| 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* |
|-------------------------------|--------------------|-----------|
| 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* |
|-------------------------|-----------|------------|
| December 4th - 8th | 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* |
|---------------------------------|--------------------|-----------|
| December 18th & 19th | Montreal | |
| February 28th - 29th | 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

- ★ **Date(s) to be Announced**
- Introduction to BS7750 - Environmental Standard
- ISO 9000 Executive Overview

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



*GST will be added to all prices
Eligible for SQDM credit, Reg#: 06F102700-1



SGS International Certification Services
Suite 300, 5925 Airport Rd. Mississauga, ON L4V 1W1
Phone: (905) 676-9595 Fax: (905) 676-9519
Toll free 1-800-636-0847

**ISO 9000
ROUND TABLE DISCUSSION**

JANUARY 23, 1996

Again this year we will be hosting a round table discussion on ISO 9000. If you are interested in attending this important event, please contact Paola L. Hawa at (514) 695-5541

**NEW
SUSTAINING
MEMBER**

We'd like to welcome our newest sustaining member of the ASQC, whose membership is effective
16 November 1995

**Videoway
Communications**

5th Annual
ASQC

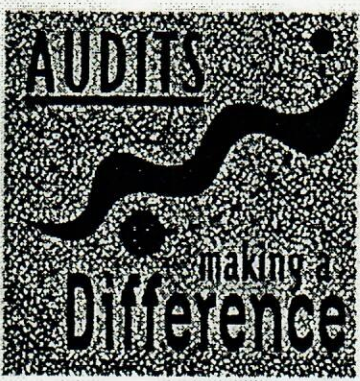
Quality
Audit
Conference

TRACK 1
Starting Out - A Review
of Quality Audit Concepts


TRACK 2
The Quality Auditor
as a Change Agent

TRACK 3
Building Partnerships
With Other Auditors

KANSAS CITY
THE WESTIN CROWN CENTER
FEBRUARY 22-23, 1996



AUDITS
making a
Difference



MAKING A DIFFERENCE!

The auditor is often expected to bring about positive change in an organization through the audit process. This conference will focus on how the auditor can help bring about these changes.

ATTENDANCE WILL BE LIMITED.

Question:

What organisation that has been actively identifying, communicating and promoting quality principals, concepts and technologies for turns 50 in February, 1996?

Answer:

Our very own ASQC! On February 16 we will be entertained by Michel David, Vice-President of Quality at Pratt & Whitney, and his talk; "You've Got to be Crazy to be in Quality". At that same event, we will also celebrate our birthday. Make this an event to attend!

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*. During our December event, we will try to shed some light on the effect that these changes are having, and will continue to have on the quality professional through a panel discussion with our guests.

Discussion questions will 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 must be made at the door.

JANUARY ----- ISO 9000, Second Annual Round Table

FEBRUARY --- Michel David, Vice President of Quality Pratt & Whitney— You've Got to be Crazy to be in Quality

MARCH ----- Quality in Government

APRIL ----- General Assembly - Award night

MAY ----- Team Problem-Solving Olympics