A S Q C

Montreal Section 0401 Newsletter

ASQC 50th anniversary Celebrate the past Create the future 1946 1996

January 1996

Volume 47 Issue 5

Chairman's Message

Sam Weissfelner - Chairman, Montreal Section

Welcome to 1996!! I hope your holiday season was pleasant and offered an opportunity to pause in reflection and preparation for the new year.

Speaking of the new year, it appears that 1996 is shaping up to be an interesting one for quality professionals in Canada. You may remember that I had mentioned in one of my earlier columns, that there was an effort in progress , to establish a *Canadian* infrastructure for quality auditors and practitioners.

Since I last reported on this subject, a position paper has been written and presentations made to both Industry Canada, and the Standards Council of Canada (SCC). The ideas presented have been well received. The SCC is now on record as being committed to National Program for certifying/registering quality auditors. This program would be based on the International Auditor Training and Certification Association (IATCA) criteria, and have the supporting international recognition.

The new association will be known as the **"Quality Practitioners Association of Canada"** or more succinctly, **QPrAC**. It is hoped that this organization would become the official body for the certification of quality auditors for *all* of Canada, and the approving authority for quality auditor training.

Much work remains to be done by this group in coordinating its efforts with the various other quality groups and government agencies across Canada that also have a vested interest in this area. One of the aims of QPrAC is to complement the work of ASQC and ASQC sections in Canada. I will endeavor to keep you abreast of developments as they occur Q

ASQC Research Fellowship Program

Neil Asbil - Newsletter Chair

We have been advised, and asked to pass on, information concerning the existence of the ASQC Research Advisory Committee's Research Fellowship Program for 1996-97, by Jennifer Boemer of ASQC New Product Development .

In short, this program awards grants of up to $5,000.00 to ASQC members for research that develops the knowledge base of the discipline of quality and promotes the implementation of quality-based research.

If you are conducting research that you feel may qualify you for one of these grants, you can receive your information packet through ASQC Customer Service at (800) 248-1946. Ask for Item B0519.

The deadline for submissions is March 1, 1996 so don't delay, get on it today! Q

ERRATUM - February Event

Neil Asbil - Newsletter Chair

Last month in the newsletter it was erroneously reported (in a few locations) that the new date for the talk "You must be crazy to be in quality" by Michel David, Vice President of Quality at Pratt & Whitney was scheduled for **16 February 1996**. This date should have indicated **13 February 1996**. Hopefully this correction is far enough in advance to avoid any scheduling conflicts—sorry! Q

Tools, Techniques & Testing, Testing

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

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

The same statistical tools that Deming developed to detect anomalies and bottlenecks on the assembly line have been used by TQM educators to isolate and resolve educational issues. Pareto charts and fishbone diagrams have been used to measure attendance and reasons for non-attendance in the schools of Burlington. N.J., for example. Once the measurements were made and root causes of non-attendance diagrammed, the measurements were used to develop effective means of resolving the issues and to help concerned administrators prioritize and focus on possible solutions one at a time. Other school districts have used statistical analysis to measure and improve everything from speed of work process orders to school bus arrivals to dropout rates and the percentage of students continuing on to college.

Statistical process tools can also be used to "prove" to teenagers what adults instinctively know: that there's a correlations between school success and later job success or between finishing one's homework and the subsequent test scores.

Quality educators rely heavily on surveys as well. In true ask-the-customer fashion, students in a Brooklyn high school evaluate their English teacher's style and performance each grading period. Langford describes a study in which both teachers and students were asked how long it took after the bell rang for substantive teaching to begin in the classroom. The teachers claimed that teaching began immediately. The students, however, said that it took on average eight minutes before the teacher had finished attendance, returning papers, making announcements, and so on.

(Continued on page 2)

inside...

ISO 9000 - Improving the Odds ..... Page 2
New Sustaining Member, New Publications—Quality Press ..... Page 3
Happy Birthday!!! ..... Page 4
Koality Kid—Computers Wanted, Registration for Certification Refresher Courses ..... Page 7
January and Upcoming events ..... Page 8

AMERICAN SOCIETY FOR QUALITY CONTROL
MONTREAL SECTION (0401)
3383 boul. des Sources, Suite 401
Dollard des Ormeaux, Quebec, H9B 1Z8

Tel: (514) 685-7678 Ext. 401
Fax: (514) 685-7055
Internet: asqc0401@quality.org

OFFICERS
1995/96

Chairman:
Sam WEISSFELNER

Vice-Chairman:
Dr. Inteaz ALLI

Secretary:
Robert FAIRBAIRN

Treasurer:
Nutan KALIA

Newsletter:
Neil ASBIL

ISO Coordinator:
Roger GUITAR

Education:
Dr. David TOZER

Recertification & Examination:
Norman DICKINSON

Programs & Arrangements:
Paola L. HAWA

Membership/On-line:
Denis MARTIN

Charles CHEUN

SMP Coordinator:
Douglas MORGAN

Quality Month& Koality Kid:
Charles ALTMAN

Awards:
Jean-Pierre AMIEL

Liason with Section Québécoise:
Gilbert COLL

Director:
Youssef YOUSSEF

ISO 9000; Improving the Odds

Richard DeLisle - SGS

In the age of statistics, many companies want to know the probability of successfully completing an ISO 9000 audit on the first attempt. While I have seen percentages quoted, I believe that they may be misleading because there are too many variables to lump all companies together. For example:

⇒ Did they have a pre-assessment?
⇒ Are they going for ISO 9001 or ISO 9002?
⇒ How long have they been working on it?
⇒ What resources have been allocated?
⇒ What is the nature of their business or service?

I have conducted a significant number of ISO 9000 audits and have seen some companies much more prepared than others. I would like to share some of my observations, that if followed, should help you improve the odds of being successful on your first ISO 9000 audit. I have placed these observations in 5 categories.

1. QUALITY SYSTEM DOCUMENTATION

This is one of the most critical stages of the process. How you handle this stage could ultimately determine the time required and the quality of the Quality System.

a Everyone should be informed of what you are doing and why you are doing it. Do this as early as possible into the process. If employees are not sure what ISO 9000 is or what their role in it is, they may very will start thinking negatively about it. If so, this attitude is hard to reverse. If they are uninformed, it is also hard to get their dedicated involvement.

b Everyone should be involved in the documentation of the Quality System; Managers, Supervisors or Lead Personnel can document procedures. Those who do the work (eg. operators, buyers sales reps., etc.) can best document work instructions. You need ownership at this stage, and the best way to get it is to ask that employees document what they do and how they do it.

c Make it your Quality System, not ISO 9000's. I saw one company take the ISO 9000 reference off all the internal documents because they wanted to make the point that their goal was to establish the best Quality System for them.

They did not want to set up a Quality System, simply to meet the requirements of ISO 9000. This is a major breakthrough in thinking. Many companies approach the process by asking, "What do I have to do to meet ISO 9000? The company I have referred to saw ISO 9000 as good business practices that they incorporated into their Quality System as applicable. That is why the ISO 9000 standards are called models. You have the right and the privilege to tailor your Quality System (within limits) to your business.

2. TRAINING

While you are in the Quality System Documentation phase there will be training needs to address. The successful companies have concentrated their training in the following areas.

a ISO 9000 Overview, What it is - Why we are doing it - How are you involved - What is the timetable etc.

b Procedures / Work Instructions, Workshops - Formatting, flow charts, how to prepare these documents, approvals, etc.

c Procedures / Work Instructions, Implementation - Try out drafts, get feedback from users, modify as required, get buy-in.

d Internal Audits - This is critical to the development and sustaining efforts of your Quality System.

(Continued on page 3)

Tools, Techniques & Testing, Testing

(Continued from page 1)

"Add to that five minutes [between classes] for passing, times six times a day, and it adds up to six weeks of the school year of totally wasted time", Langford says. "So why should we extend the school calendar? Why not just eliminate the wasted time?"

Testing, Testing

The third of Deming's 14 points calls for quality innovators to "Cease dependence on testing to improve quality." According to quality principals, tests don't promote quality and shouldn't be used for that purpose; tests only draw attention to anomalies.

Relying on final exams to produce quality is analogous to waiting until the end of the assembly line to test the finished piece, Dobyns said, and just as expensive: "If a student fails the final, all the work and expense has been spent, and the student will have to go back for 'rework.'"

Instead, students in some innovative schools are developing portfolios, or samples of their best work, which they can collect as they progress through high school. The belief is that a personnel director can develop a much more rounded assessment of the applicant from work samples than from grade point average, and will be better able to judge the applicant on

(Continued on page 4)

Improving the Odds

(Continued from page 2)

Train a sufficient pool of auditors, begin using them to check procedure and work instruction implementation.

Management must show its commitment to training by allowing people the time away from their regular duties, provide adequate facilities to train in, and provide adequate resources to accomplish the training.

3. IMPLEMENTATION

Clause 4.2.2b of the ISO standard states that the Quality System must be effectively implemented. This stage is very important because it is where you fine tune your Quality System to best suit your operations. Notice that the Quality System not only has to be implemented, it must be effectively implemented. Again, you are back to the question of whether you put procedures in place to satisfy an ISO 9000 requirement, or whether you have modified and improved the procedures to assure that they are effective for their purpose. Again, a subtle but significant difference.

The keys to this phase are effective internal audits, feedback from document users, and management reviews.

4. PRE-ASSESSMENT

I can state categorically that a pre-assessment by someone other than your own group can significantly improve your chances of success by identifying weak areas that need attention.

While I recommend this pre-assessment be conducted by the Registrar for continuity, it could also be conducted by an ISO 9000 certified customer or supplier, a sister division or a consultant.

This is the time to get a good outside look at your weak areas. It is very advisable to tell the pre-assessment team where you want them to pay particular attention.

If the registrar does the pre-assessment do not expect them to tell you how to correct non conformances. Registrar auditors are not to consult for several reasons. There is obvious concern that their advice may bias the actual assessment.

Even more important is the concern that they may not give you the advice that is best suited for your company.

There are many ways to implement corrective actions. While the registrar's auditor should be able to tell you if proposed corrective actions would meet the ISO 9000 requirements, only you know if this is the most cost effective way to do it.

5. ASSESSMENT

Even at the audit stage there are some things that can be done to improve the odds of success.

a ***Before*** the Audit - It is important to establish communications With the auditor prior to their arrival. The auditor may be able to help to clarify some requirement for you if you are unsure regarding interpretation. Remember you are forming a quasi-partnership with the Registrar in an ongoing relationship. Good communication is the key to this relationship.

If you have any unique situations that are practices rather than requirements, it is wise to advise the auditors ahead of time so they are not surprised if they see little or no formal controls over these practices.

If your Registrar reviewed your Quality System Documentation ahead of time (Desk Study) be sure to correct any deficiencies that are identified. If not addressed, these will most likely result in the issuance of corrective action requests.

Know the nuances of the clauses. Pay particular attention to ISO 9000 clauses 4.7, 4.9g, 4.11f, 4.14.3 and 4.15.3. There are some details in these clauses that are quite often overlooked.

b ***During*** the Audit - Be prepared. There is nothing more frustrating to an auditor than an auditee who cannot find records and does not have key people available for the audit. Remember the auditors are trying to keep the audit on schedule. Help them all you can.

Do not be hostile or defensive. The auditors are simply trying to find objective evidence that you are doing what you say you are doing.

If you are unsure of, or disagree with any nonconformance that has been identified, ask to have it clarified. Be sure that you know the specific requirements with which you are not in conformance.

The companies that have been successful in their first ISO 9000 audit have been strong in most, if not all of these five areas. You can improve your probability or success by following them also Q

NEW SUSTAINING MEMBER

We'd like to welcome our newest sustaining member of the ASQC, whose membership is effective December 1, 1995

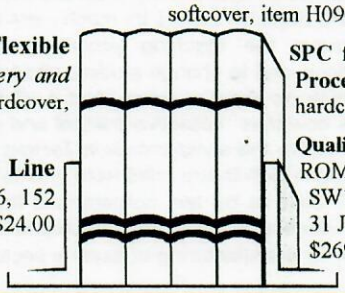
Concordia University EDP

New publications from the ASQC Quality Press

ISO 9000 Implementation for Small Business, *by James L. Lamprecht*, 1996, 209 pages, 6" x 9", hardcover, item H0907, Member price $31.50, list price $35.00.

The Transition to Agile Manufacturing: Staying Flexible for Competitive Advantage, *by Joseph C. Montgomery and Lawrence O. Levine*, editors, 1996, 306 pages, 6" x 9", hardcover, item H0898, member price $31.50, list price $35.00.

Making Training Work: How to Achieve Bottom Line Results and Lasting Success, Berton H. Gunter, 1996, 152 pages, 8.5" x 9", softcover, item H0894, Member price $24.00 list price $27.00.



Statistical Process Control Methods for Long and Short Runs, Second Edition, *by Gary K. Griffith*, 1996, 250 pages, 8.5" x 11", softcover, item H0900, Member price $31.50, list price $35.00.

SPC for the Rest of Us: A Personal Path to Statistical Process Control, *by Hy Pitt*, 1994, 429 pages, 7.5" x 9.5" hardcover, Item P580, Price $35.50.

Quality Progress Collection, *by ASQC*, 1996, includes 1 CD-ROM, Item SW1024 (IBM Compatible CD-ROM) or Item SW1025 (Apple Macintosh), Introductory price $179.95 (to 31 Jan 96)—After 1 Feb 96 Member price $249.95, List price $269.95.

Happy Birthday !!

The American Society for Quality Control (ASQC) will celebrate its 50th anniversary February 13th with a talk by Michel David, Vice-President of Quality at Pratt & Whitney entitled "You've Got to be Crazy to be in Quality", and again May 13, 1996 with its Annual Quality Congress. The 50th AQC, "Celebrate the Past, Create the Future," will be held at the Chicago Hilton and Towers.

ASQC was founded in New York on February 16, 1946 at a meeting of the Federation of Quality Control Societies and the Society for Quality Control. ASQC became a national organization when 17 separate societies merged to form a membership of 1,000 that same year. George D. Edwards, Bell Telephone Laboratories, was elected ASQC's first president.

ASQC membership totaled 1,926 in 1947. Today there are over 140,000 individual and 1,100 corporate members from 62 countries. ASQC now has 248 sections or local chapters, and 21 technical divisions.

Industrial quality Control, which was first published in 1944 by the Society of Quality Engineers, became ASQC's publication. Today, *Quality Progress* reaches nearly 160,000 readers.

ASQC first Annual Technical Conference was held in Chicago in 1947. The conference drew 2,000 attendees, 26 exhibitors, and offered 35 sessions.

Today the Congress brings nearly 5,000 quality professionals from more than 40 countries. Over 200 speakers make panel presentations on such diverse topics as quality in government, improving the education process, measuring health care quality, and learning how to manage and improve self-directed work teams. More than 250 businesses will exhibit their goods and services throughout the Congress.

In 1956 ASQC headquarters operations were consolidated in Milwaukee, A handful of employees and a full-time administrative secretary handled the Society's expanding operations. Fifty years later ASQC employs more the 200 people.

ASQC's Education and Training Institute Board scheduled the first certification exams for quality engineers in 1968. Certification is now offered for certified mechanical inspectors, certified quality auditors, certified quality engineers, certified quality managers, certified quality technicians, and certified reliability engineers. Nearly 60,000 certifications have been awarded since 1968.

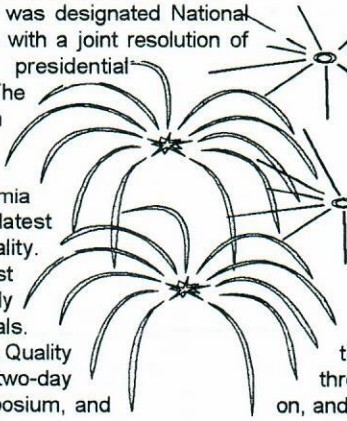
In 1984 October was designated National Quality Month (NQM) with a joint resolution of Congress and a presidential proclamation. The Annual Quality Forum brings together leaders in business, Industry, and a academia to discuss the latest developments in quality. The Forum is broadcast to approximately 250,000 professionals. This past year saw the Quality Forum expand to a two-day National Quality Symposium, and NQM expand to National Quality Calendar - bringing attention to quality all year long.

In 1987 the Malcolm Baldrige National Quality Award was established with ASQC as a co-administrator. In 1991, ASQC was name sole administrator of this prestigious quality award.

The Registrar Accreditation Board (RAB), an independent organization, was founded by ASQC. RAB accredits third-party organizations knows as registrars that in turn audit and register companies to ISO 9000 quality management system standards. RAB's accreditation process provides assurance to purchasers that their suppliers operate proper quality systems as defined by ISO 9000 international standards.

As ASQC heads into the future, it has established a home page on Internet's World Wide Web. The address is http://www.asqc.org.

ASQC is a full-service professional society incorporated as a 501(c)(3) not-for-profit organization. The society continues to carry out a variety of professional, educational, and information programs reflecting the changing needs of business and industry.



ASQC's vision is to be the world's recognized champion and leading authority on all issues related to quality. The mission of ASQC is to facilitate continuous improvement and increased customer satisfaction by identifying, communication, and promoting the use of quality principles, concepts and technologies,and thereby recognized through the world as the leading authority on, and champion for , quality Q

Tools, Techniques & Testing, Testing

(Continued from page 2)

the type of criteria—communication skills, teamwork, analytical skills—important to today's skilled workforce.

Testing, Testing

Does TQM work in the classroom? Certainly, the use of statistical tools and Deming's techniques have led to some short-term successes—some of them quite remarkable. Caution is appropriate, however. Continuous quality requires continuous effort, and acceptance may turn to disappointment if adherents do not remember that the pace of real, lasting change is extremely slow.

It's relatively easy to cut a semester's failure rate by developing individualized study plans and a lunch-time tutoring program, as happened at the Brooklyn school; its much more difficult to improve the teaching programs in feeder schools and to change student and teacher expectations about success. And it will take all of this countries collective political and social will to resolve the socio-economic factors that help produce high failure rates from year to year.

Just as no two corporations have found the identical TQM process appropriate to install in their manufacturing or service sector, so too no two schools have developed the exact same continuous quality process in their classrooms.

David Langford's work has been widely studied and adapted, but never cloned. Instead, educators interested in quality practices tend to blend the ideas of Deming and Langford with other educational philosophies until they find something that they think will work for them. For example, administrators in the Newton, Connecticut school district have melded Deming's 14 points with the theories of psychologist/educator William Glasser to develop a unique educational philosophy of their own.

Next Issue—"It Quacks Like a Duck"—the final installment of this article on TQM in the classroom Q

Feb. 26 - Mar.1

TickIT LEAD ASSESSOR COURSE

SGS International Certification Services Canada Inc. is proud to announce its **TickIT LEAD ASSESSOR Course**

WHO SHOULD ATTEND:

This course has been designed for Information Technology professionals. It is presented in such a way that participants with little or no knowledge or experience of either Quality Systems or audit techniques will acquire sufficient background in auditing to enable them to function as quality systems auditors. However, those wishing to register as TickIt auditors must have direct experience in quality management in the software and IT field. The course also provides those participants with some previous knowledge of Quality Systems auditing with an opportunity to extend and develop their skills.

OBJECTIVES:

This five day course has been designed to instruct IT professionals in the principles and practices of Quality System auditing and to meet the training requirements of those wishing to register as TickIT Auditors. The course explains the fundamentals of Quality System auditing and provides some practice in the techniques. Specific reference is made throughout to the particular concerns of the Information Technology industry and to the TickIT scheme requirements.

CONTENT:

- Know the Standard
- Be a trained auditor, knowing how to prepare for, carry out, report and follow up an audit
- Have undergone training as a TickIT Assessor
- Be able to prepare and advise your own organization before third party and customer assessments
- Be able to assess sub-contractors and suppliers
- Have the means to effect improvements in quality systems
- Meet the training requirements for registration as a TickIt Auditor

The course includes lectures, workshops and role play exercises, making extensive use of IT specific examples. The course also covers case studies based on realistic software development project situations.

COURSE FEE: $1795 + GST

For more information or to reserve space, please contact the Training Department at SGS ICS Canada Inc. at (905) 676-9595 or 1-800-636-0847 Fax: (905) 676-9519

Please see schedule for course dates and locations.

SGS International Certification Services Canada, Inc.

ISO 9000 Quality Systems Training

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

Internal Auditor — $795.00*

January 16th - 17th	Toronto
February 12th - 13th	Toronto
February 14th - 15th	Vancouver
20 - 21 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*

February 1st - 2nd	Kitchener/Waterloo
March 11th - 12th	Kitchener/Waterloo
April 17th - 18th	Vancouver
June 3rd & 4th	Montreal
September 12th - 13th	Vancouver

Lead Assessor, IRCA/RAB — $1495.00*

January 22nd - 26th	Toronto
Jan 29th - Feb 2nd	Montreal
February 19th -23rd	Toronto
March 18th - 22nd	Toronto
April 8th - 12th	Vancouver
April 22nd - 26th	Toronto
13 - 17 mai en Français	*Montréal*
May 27th - 31st	Toronto
June 17th - 21st	Vancouver
June 24th - 28th	Toronto

ISO 9000 For The Service Sector — $795.00*

February 28th - 29th	Toronto
March 27th - 28th	Kitchener/Waterloo
April 1st - 2nd	Toronto
April 25th - 26th	Toronto
April 29th - 30th	Montreal
May 7th - 8th	Vancouver
May 13th - 14th	Kitchener/Waterloo
June 17th - 18th	Toronto

Additional Courses Offered

Date(s) to be Announced

- Introduction to BS7750 - Environmental Standard
- Introduction to ISO14000 - Environmental Standard
- ISO 9000 Executive Overview
- Tick IT Lead Assessor Course - Toronto
  February 26 - March 1/96

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

Canadian Manufacturers' Association

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

Rev. 1/3/96

!! Held Open !!

Certification Refresher Courses

Courses are scheduled to start mid February 1996.
Enrollment is required by 31 January 1995!

Certified Quality Manager (CQM)	$600	2hrs per week	8 weeks
Certified Quality Auditor (CQA)	$600	2hrs per week	8 weeks
Certified Quality Engineer (CQE)	$800	3hrs per week	10 weeks

Minimum enrollment (in order for the course to be run) for each course: 6 people.

I am enrolling for:

CQM __ CQA __ CQE __

Name: _____

Address:

_____

_____

Phone: _____(work) Phone: _____(home)

Send application to:

ASQC Montreal Section (Section 401)
Education Committee
c/o. Postnet
3383 boul. des Sources, Suite 401
Dollard-des-Ormeaux, Quebec
H9B 1Z8

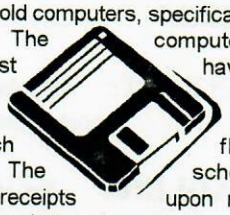
Make cheques payable to: ASQC.Montreal Section
Questions? Call D. Tozer (514) 694-2830.

Computers Wanted

Charles Altman - Chair Koality Kid

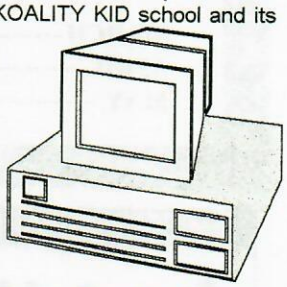
Attention companies upgrading their computer systems!.

The Allion School in Lasalle is looking for old computers, specifically 386s (or better). The computers being sought must have color monitors, a hard disk and at least one 3.5 inch floppy-disk drive. The school will issue Tax receipts upon request for the fair market value of the equipment provided.



The school has a need for 12 to 15 computer systems. If your company can provide any of the necessary hardware or if you can help out with any type of software or support it would be much appreciated.

The Allion school is the only school in Quebec to be a KOALITY KID school and its programs are supported in part by our section of the ASQC.



If you can help out with filling any of these needs or for further information please contact Principal Dottin at (514) 595-2136 q

Did you know...

That the ASQC receives, on average, 2200 telephone calls every day??

Workbook...

The first of Deming's 14 points demands constancy of purpose: that we know what we are doing and why we are doing it. That means changing the Paradigms on which our educational system is based. Lloyd Dobyns, writer and longtime quality advocate, pointed out these changing paradigms to conference [the National Governor's Conference for Quality in Education, in Albuquerque] attendees.

OLD: Competition brings out the best in us.
NEW: Cooperation brings out the best in us.

OLD: When something goes wrong, find the person responsible and replace him/her.
NEW: When something goes wrong, find out why and fix the system.

OLD: Inspection results in quality.
NEW: Inspection prevents shipping mistakes, but it does not improve quality q

Happy New Year 1996

A FIRST ! in Montreal,
Management of Measuring Equipment,
using ISO 10012.

(514) 333-5767

Accademia Qualitas

JANUARY EVENT

WHAT: **ISO 9000, Second Annual Round Table**
Last year this was one of our most popular events. Be sure to call early to make sure you reserve your seat for these frank discussions on all topics relating to the ISO 9000 family of quality system standards.

WHEN: January 23, 1996. **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 January 19, 1996.

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.

FEBRUARY ----Michel David, Vice-President of Quality at Pratt & Whitney, delivering a talk titled - You've Got to be Crazy to be in Quality
MARCH ---------Quality in Government
APRIL ----------General Assembly - Award night
MAY ----------Team Problem-Solving Olympics

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

5th Annual
ASQC
Quality Audit Conference

AUDITS making a Difference

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

QUALITY AUDIT DIVISION

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.

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

ATTENDANCE WILL BE LIMITED.