



# Montreal Section 0401

# Newsletter



March 1996

Volume 47 Issue 7

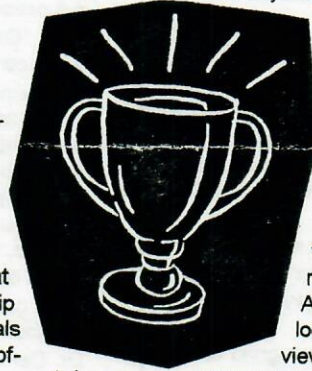
## Chairman's Message

Sam Weissfelner - Chairman, Montreal Section

During the previous year, the Executive Committee of the Montreal section established a formal Awards Committee to highlight achievements by local individuals in the Quality field.

As a result, this is the time of year that the Montreal section offers its membership the opportunity to recognize these individuals in a suitable fashion. Two awards are being offered.

If you are aware of a person (not necessarily an ASQC member) who has gone "above and beyond" the call of duty, we would love to hear about it.



tion submissions q

The deadline for applications is March 29th, and you will find further information and supporting nomination forms in this issue of your newsletter. The Awards Committee looks forward to reviewing your nomination

## Statistical Teaching Tools

Sam Weissfelner - Chairman, Montreal Section

Anyone interested in obtaining some Statistical Teaching Tools and aids, is asked to leave their name and number

for JP Amiel at 685-7678, extension 401. Be sure to specify "ASQC Statistical Tools" in your message q



## MARCH EVENT

**WHAT:** SOFTWARE QUALITY SYSTEMS (SQS). Are you struggling to understand how to go about putting together a SQS? Do you wonder if anything is happening in that domain? Well, reserve the 12th of March on your calendar. Because we've invited five speakers to explain to us, mind you in a brief overview, what Computer Modeling Management (CMM) and ISO-9001 mean to that field and what it's like to have or not to have a system.

**Guests will include:** Jérôme Pesant of the CRIM, Daniel Thavard from CGI, Albert Simony of A. Simony & Associates Inc., Luciano Garero of EICON and Bruce Stamm of CAE.

It's a challenge and it's ambitious. Your participation will make it all the more valuable. Come with your questions and points of view, or come just out of curiosity at what is happening in software quality.

Look for further details in the Newsletter.

**WHEN:** March 12, 1996, 18h00 (That's 6 P.M. for the non-24 hour clock people).

**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 Friday, February 9, 1996.

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

## An Interview with Dr. Deming

REPRINT - Industry Week, January 17, 1994, article by Tim Stevens

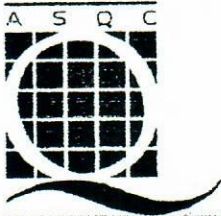
This is the first of three parts of an interview with Dr. W. Edwards Deming.

Perhaps no one worked harder or enjoined his job more than Dr. W. Edwards Deming. Less than two weeks before his death late last month at age 93, he was conducting one of his four-day seminars in Los Angeles. Always learning, Dr. Deming continued to integrate new ideas into his inspiring presentations. On a sunny Saturday morning last Oct. 23, sandwiched between his seminars in Detroit and Richmond, we had a chance to meet for a few hours at his home in Washington. Seated at a small circular table in his modest kitchen, we chatted over his breakfast of Quaker Oats granola with milk and cream, toast, and tea. Though Dr. Deming's legacy will be that of the man who transformed Japan into a formidable business competitor, a sometimes gruff taskmaster who wouldn't visit a company unless he could talk to the man at

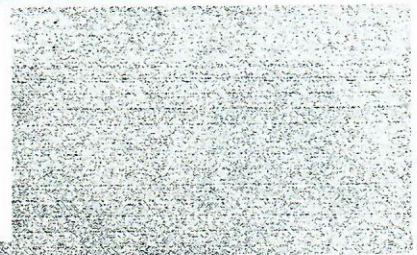
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 MONTREAL SECTION (0401)  
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 Youssef YOUSSEF

**Deming Interview**

*(Continued from page 1)*

the top, I was taken by his patience, warmth, and caring nature—like the wise great-grandfather he was. While he focused intently on his topic throughout our discussion, afterward we spoke of family and travels, and he offered to find time for us to talk in the future. His passing makes our get-together that much more meaningful and his timeless words even more valuable.

IW: "Things are so much different now than when you were formulating your 14 points for transformation of American management. Are you saying anything now that you weren't saying before?"

Dr. Deming: "No. The 14 points are good enough for me."

IW: "What can you say to Industry Week's readers that they might benefit from and apply to the way they are running their businesses?"

Dr. Deming: "Management today does not know what its job is. In other words, [managers] don't understand their responsibilities. They don't know the potential of their positions. And if they did, they don't have the required knowledge or abilities. There's no substitute for knowledge."

IW: "What is their job?"

Dr. Deming: "What should be the aim of management? What is their job? Quality is the responsibility of the top people. Its origin is in the boardroom. They are the ones who decide. Quality means what will sell and do a customer some good—at least try to. The customer is the one who supports us. We have to present to him something that he needs, in a way that he can use it. Study his needs, get ahead of him. The customer invents nothing. The customer does not contribute to design of product or the design of the service. He takes what he gets. Customer expectations? Nonsense. No customer ever asked for the electric light, the pneumatic tire, the VCR, or the CD. All customer expectations are only what you and your competitor have led him to expect. He knows nothing else."

IW: "What then is the source of innovation?"

Dr. Deming: "The source of innovation is freedom. All we have - new knowledge, invention - comes from freedom. Somebody responsible only to himself has the heaviest responsibility."

"You cannot plan to make a discovery," Irving Langmuir said.

"Discoveries and new knowledge come from freedom. When somebody is responsible only to himself, [has] only himself to satisfy, then you'll have invention, new thought, new product, new design, new ideas."

IW: "How does a company, a research manager, a manager of people create an environment where there is freedom?"

Dr. Deming: "Give people a chance to make use of their diverse abilities, capabilities, family life, education, hopes. Help them to accomplish their aim."

IW: "One of your more controversial ideas is eliminating performance evaluations."

Dr. Deming: "Well, yes, because you cannot measure performance. Appraisal of people is ruinous. You cause humiliation, crush out joy of learning, innovation, joy on the job. Most of what anybody does is governed by the system that he works in. You are not evaluating him, you are evaluating the interaction with him and the system, the rules and constraints he works in."

IW: "I like one of your quotes, which is"—"Reward for good performance may be the same as reward to the weatherman for a nice day."

Dr. Deming: "That's about right."

IW: "What is the alternative?"

Dr. Deming: "The alternative is joy on the job. To have it, people must understand what their jobs are, how their work fits in, how they could contribute. Why am I doing this? Whom do I depend on? Who depends on me? Very few people have the privilege to understand those things. Management does not tell them. The boss does not tell them. He does not know what his job is. How could he know? It's a sad question. It's a very important question. How could he know? When people understand what their jobs are, then they may take joy in their work. Otherwise, I think they cannot."

IW: Quoting from your book [The New Economics (1993, MIT Center for Advanced Engineering Study)], you say, "You can learn a lot about ice and know nothing about water." What does that mean?

Dr. Deming: It means you can understand your present job and understand it very well. But what is the result of hard work and best efforts? What they do is only to dig deeper the pit that we are in. But they will not dig us out of the pit, only dig it deeper, make it more difficult to get out of. To get out of the pit we require an outside view. No chance from the inside. A system cannot understand itself. Understanding comes from outside. An outside view provides a lens for examination of our present actions, policies. Outside view is the aim of my chapter four [The New Economics] on profound knowledge. Knowledge from outside is necessary. Knowledge from outside gives us a view of what we're doing, what we might do, a road to improvement, continual improvement.

IW: Is that view provided by other people?

Dr. Deming: It's a very good idea. Knowledge will not come from a committee inside. How could a committee produce new knowledge? The view must come from the outside. A committee in a company can hardly

*(Continued on page 3)*

## Deming Interview

(Continued from page 2)

stumble onto it. You enlarge the committee, bigger and bigger. That still doesn't do it. Enlarge the committee, make the committee everybody. Popular vote. Will popular vote provide the right answer? Maybe, by accident. How else could it? It's frightening. Popular vote does not solve our problems. Popular vote makes everybody responsible for the results. Let's work on it, do our best, within a framework. We could do that. Far better, more trustworthy, is an outside view. A new way of looking at things. It is only by that outside view that we get ahead, I believe.

IW: You are referring to your system of profound knowledge.

Dr. Deming: Yes. By profound knowledge, I mean knowledge from outside.

IW: Your system of profound knowledge has four components: appreciation for a system, knowledge of variation, theory of knowledge, and psychology. Please elaborate a bit on each of the four components.

Dr. Deming: Well, the theory of psychology. How could anyone learn about psychology of people, of individuals, without knowledge of variation? What do the variations mean between people, between groups? How can we capitalize on those differences? How can we assist people, because they have those differences? A good manager of people capitalizes on the family background, abilities, capabilities, and hopes of his people. He tries to give everybody a chance to take pride in his

work, joy in his work. Why is it that your company is not as good as the people in it? Because the management of the company may not be good at finding the right job for the right people, or because interactions between people are not good. A company could put a top man at every position and be swallowed by a competitor with people only half as good, but who are working together.

IW: One of the components of your system of profound knowledge is theory of knowledge. Please comment on that.

Dr. Deming: Any decision that management makes, that anybody makes for himself or for other people, is prediction. The simplest plan is prediction, with a chance to be wrong. How may I get home tonight? I predict that my automobile will start and run, or that the bus will come, or that the train will come. I make plans. Those plans are prediction's. Management is prediction; our lives are prediction. We predict what will happen. We try to choose a course of action that will react in favor of us. That's our aim. We predict the consequence of actions.

IW: Please comment on appreciation for a system, another of the four components of your system of profound knowledge.

Dr. Deming: Psychology and action. What happens to bearers of bad news? There's a psychology behind this - don't bring me bad news. Bring only good news. Harold F. Dodge of the Bell Telephone Laboratories, around 1934, showed that the number defective items in a lot depends on the size of the workload that you hand over to the inspector. Give it to him in large doses, he finds some defective. He finds more defective if you present the

work in smaller workloads. That's the entwining of psychology with the system results.

IW: Theory of variation - you touched on it in terms of psychology. A manager must understand that there is a difference between people. But is that what you mean when you cite it as one of the components of profound knowledge? What about statistical variation?

Dr. Deming: It's extremely important to understand that there are two kinds of variation. The variation that comes from common causes and the variation from something special.

IW: How do you recognize the difference between the two?

Dr. Deming: That's a function of the control chart. The control chart is a gift from Dr. Walter A. Shewhart, who invented it while working at the Bell Telephone Laboratories around 1924. What happens within the control limits belongs to the system, a common cause. A point outside the control limits would indicate a special cause. The usual procedure is that when anything happens, [we] suppose that somebody did it. Who did it? Pin a necklace on him. He's our culprit. He's the one who did it. That's wrong, entirely wrong. Chances are good, almost overwhelming, that what happened, happened as a consequence of the system that he works in, not from his own efforts. In other words, performance cannot be measured. You only measure the combined effect of the system and his efforts. You cannot untangle the two. It is very important, I believe, that performance cannot be measured

q

## Software Quality Systems

J. P. Amiel - Chair, Recognition and Awards

I'm sure you've noticed that today, not only your car and your vacuum cleaner, but even your toaster is going electronic. Somewhere inside there now is a small brain or "chip" for almost all types of devices. It also means that someone had to develop the software that will make it run (the program). How do they insure that it meets customer and operating specifications? That's sounds like a job for a Software Quality System (SQS)—right?

Are you struggling to understand how to go about putting together one of those SQS? Do you wonder if anything is happening in that domain? Well, reserve the **12th of March** on your calendar. Because we've invited five speakers to explain to us, mind you in a **brief** overview, what Computer Modeling Management (CMM) and ISO-9001 mean to that field and what

it's like to have or not to have a system.

**Guests will include:** Jérôme Pesant of the CRIM, Daniel Thavard from CGI, Albert Simony of A. Simony & Associates Inc., Luciano Garero of EICON and Bruce Stamm of CAE.

It's a challenge and it's ambitious. Your participation will make it all the more valuable. Come with your questions and points of view, or come just out of curiosity at what is happening in software quality.

Look for the details inside this Newsletter (page 1 and 8) q

## Next courses

**March 18/22** Laboratory Lead Assessor Training  
Ottawa

*and for the second time,*  
**April 22/26** IQA/IRCA & RAB recognized  
Auditor Training Course

Montreal

(800) 263-0128

(514) 333-5767



Accademia  
Qualitas

Amid the holiday rush, an airline passenger asked, "Why is there mistletoe hanging over the baggage counter?" The clerk replied, "It's so you can kiss your luggage goodbye!"

## Recognition and Awards

*J. P. Amiel - Chair, Recognition and Awards*

The Montreal Section (0401) of the American Society for Quality Control, has established a **Recognition and Awards** process to recognize significant contribution to the enhancement of the quality profession or the advancement of the goals and activities of the section by an individual, a group or an organization.

**The PURPOSE of the awards are:**

To establish a means of giving recognition to the members of the Montreal Section who have demonstrated their active participation and their desire to enhance and advance the goals of the Society and our section.

To provide recognition to members and non-members of the Montreal Section furthering the advancement of the quality profession, the membership, industry and the public and to recognize non-members or organizations demonstrating a willingness to aid the section in furthering the quality profession's goals, providing outstanding services or assistance to section activities.

To promote the goals and activities of the Society and our section to the community at large by presenting and advertising the Awards in all categories at least once a year.

The Awards shall be presented to any

member of the section or to non-members or organizations as set forth in the policy and the associated process.

**There are TWO AWARDS:**

The "Quality" Award will be presented for outstanding contributions to the enhancement of the Quality profession, goals or activities of the section. *Only members of the section are eligible for this award.*

Nominees for this award must be members in good standing of the Montreal Section of ASQC and must have demonstrated dedication to the continuing advancement of the quality profession and its principles at all levels in various quality-related activities such as, but not limited to: Section management, Career guidance, Services to the community, government or industry; promoting the Society and the Section's goals through various publications, educational seminars, industry and public awareness.

The "Education" Award will be presented for significant contribution to the understanding and the promotion of the quality profession and its principles. Non-members are eligible for this award. They must be enrolled in an educational program in the quality field or with an affiliation to the Montreal Section of ASQC. Teams or individuals are eligible for the award.

The nominees must have demonstrated a sincere and continuing interest in the advancement of quality principles either in their professional or educational environment.

**ADMINISTRATION:**

Recommendations for the awards shall be filed on the Nomination Form, be accompanied by a recommendation letter from a Section member and be submitted to the Recognition and Awards Committee (RAC) for evaluation as per the methods and procedures defined by the Committee.

Evaluation of the nominees shall be completed by the Committee within 30 days after the nomination closing date and will be made by the RAC as per the Section's recognition and awards process.

The recipient of the award shall be notified in writing by the RAC and the award recipient's spouse and immediate management will be invited to attend the presentation event by the Section Chair.

In the event that no recommendations are received, the RAC shall review the membership for possible nominees in the quality or educational community.

If you wish to recommend someone, a group or an organization, send the completed **FORM** (the form is page 7 of this Newsletter) along with your **LETTER OF RECOMMENDATION** to the address below:

J.P. AMIEL  
STCUM  
8845 SAINT LAURENT  
MONTREAL, H2N 1M3  
Telephone:(514) 280-5412  
FAX:(514) 280-6004

**SUBMISSION DEADLINE: 29 MAR. 1996** q

## Certified Software Quality Engineer—Pilot Exam

*Milwaukee - ASQC, Sally Harthun*

The pilot of the CSQB exam is scheduled for April 20, 1996 at selected sites across the country (see the list at right). If any of your members are interested in sitting for this exam, they should notify the contact person at the nearest site prior to the application deadline of March 29<sup>th</sup>.

The first public offering of the exam is scheduled for October 1996.

Copies of both the Body of Knowledge (B0663) and the bibliography (B0677) are available through the ASQC Customer Service Department at (800) 248-1946. Please contact the ASQC if you have any questions.

**Eligibility:** All candidates must be ASQC-members and meet the 8-year work experience (three years in a management or decision-making position) requirement. Applications must be submitted **with** the associated \$90.00 fee.

This exam will be 4 hours and consists of 160 multiple-choice questions.

Results from the exam will not be available until the end of June 1996 q

	Section	Contact	
0100	Boston	Johanna Rothman	617 641-1957
0109	Western MA	Mark Arthurs	508 486-2528
0307	Princeton	Edwin Shecter	609 771-0029
0407	Ottawa	Larry Jones	613 837-8823
0502	Baltimore/DC	Elizabeth Reigel	410 368-6875
0505	Philadelphia	Mary Lutz	215 884-2753
0607	Portland	Michael Smith	503 749-3724
0613	Santa Clara	Stanley Salot	408 456-2163
0615	Salt Lake City	Don Hall	801 266-7700
0621	Boise	Chuck Otte	208 383-6758
0701	Orange Empire	Valerie Williamson	714 838-9672
0704	Phoenix	Harold Rice	602 955-7799
0801	Columbus	Karen Collier	614 624-5451
1010	Ann Arbor	James A. Adams	810 340-3031
1102	Columbia	Brian Ford	803 737-1886
1109	Central NC	Joe Michalski	910 727-5677
1110	Charlotte	Mahesh Sarangi	803 684-8719
1203	Minnesota	Mil Carroll	612 430-3160
1212	Northeastern IL	Donna Nash	708 595-2300 X292
1302	Nebraska	Janet Adams	402 467-8152
1402	Dallas	Gerry Sherman	214 783-0202
1503	Huntsville	Bryan Miller	205 637-2635
1509	Orlando	Francis Westerfield	407 321-3800



# CONSIDERING ISO 9000 TRAINING?

## ENROLL NOW FOR:

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### **Internal Auditor**

The two-day SGS ICS Internal Auditor course gives the participants an understanding of quality auditing principles and practices. The course also covers the practical application of the requirements of the ISO 9000 series of quality management system standards in audit situations. The training enables participants to lead and/or participate in internal or supplier audits.

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### **Quality Systems Documentation**

This course is for anyone involved in preparing and implementing Quality Systems. It is particularly appropriate for those updating and modifying systems documentation to meet ISO 9000 requirements. The course provides a thorough understanding of the documentation needed to implement an ISO 9000 Quality system. The course emphasizes interpretation of the ISO 9000 documentation requirements, and covers the process of writing Quality manuals, procedures and work instructions.

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### **ISO 9000 for the Service Sector**

This two-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. This course has been designed for service organization personnel who are involved in the development and implementation of a Quality system. It is valuable to Executives, Quality Managers, ISO 9000 Co-ordinators and Quality professionals.

*For more information or to reserve space, please contact Jim Moran or Donna Jarvie in the Training Department.*

*Call Toll Free: 1-800-636-0847*

*Please see schedule for course dates and locations.*



SGS International Certification Services Canada, Inc.  
Suite 300, 5925 Airport Road,  
Mississauga, Ontario L4V 1W1  
Phone: (905) 676-9595 Fax: (905) 676-9519



# 1996 Schedule

## ISO 9000 Quality Systems Training

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

### Internal Auditor \$795.00\*

March 4th - 5th	Toronto
March 14th - 15th	Montreal
April 1st - 2nd	Toronto
3 - 4 avril en Français	Québec City
April 9th - 10th	Montreal
April 11th - 12th	Kitchener/Waterloo
18 - 19 avril en Français	Montréal
May 2nd - 3rd	Toronto
May 8th - 9th	Ottawa
June 6th - 7th	Kitchener/Waterloo
June 12th - 13th	Montreal
June 27th - 28th	Halifax
1 - 2 août en Français	Ottawa
August 15th - 16th	Vancouver

### Lead Assessor, IRCA/RAB \$1495.00\*

March 18th - 22nd	Toronto
April 8th - 12th	Vancouver
April 22nd - 26th	Toronto
13 - 17 mai en Français	Montréal
May 13th - 17th	Calgary
May 27th - 31st	Toronto
June 17th - 21st	Ottawa
June 17th - 21st	Vancouver
June 24th - 28th	Toronto
August 12th - 16th	Halifax

### ISO 9000 For The Service Sector \$795.00\*

March 7th - 8th	Toronto
March 27th - 28th	Kitchener/Waterloo
April 18th - 19th	Toronto
April 29th - 30th	Montreal
May 7th - 8th	Vancouver
May 13th - 14th	Kitchener/Waterloo
June 17th - 18th	Toronto

### Quality Systems Documentation \$645.00\*

March 11th - 12th	Kitchener/Waterloo
April 17th - 18th	Vancouver
April 25th - 26th	Halifax
June 3rd & 4th	Montreal

### Additional Courses Offered



- Date(s) to be Announced**
- Introduction to BS7750 - Environmental Standard
  - Introduction to ISO14000 - Environmental Standard
  - ISO 9000 Executive Overview

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




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



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

## Work In Health Quality? —Attending the Chicago AQC?

From the Internet - *QUALITY.ORG* by Denis Martin

 I thought that this might be of interest to anyone involved in Health Quality who might be attending the Chicago Congress. The Subject is the Annual Quality Congress (AQC) Special Health Care Speakers Session. A synopsis of this session's content is included below.

Special Speaker Session  
Annual Quality Congress  
Chicago Hilton and Towers  
Chicago, IL  
May 15, 1996  
10:00am - 12:00pm  
Session Description

This Session's internationally known Speakers will review the activities of their various and diverse experiences with emphasis on learning from the past in order to improve the present and future of health care delivery regionally, nationally and globally. Health Care Reform has created both problems and possibilities for health care providers and consumers alike. Our Speakers this year bring a wealth of experience from many and diverse aspects and perspectives of health care and quality delivery. These experiences serve as a base from which to shape, mold and take advantage of the exciting possibilities to improve health care quality nationally and worldwide. As health care moves from institutional delivery toward more diverse delivery modalities, cost and quality systems are becoming part of a new paradigm that will evolve over the coming years.

The scheduled speakers are:

Maureen Bisognano  
Executive Vice President/COO  
Institute for Health care  
Improvement  
Boston, MA

Blanton Godfrey, Ph.D.  
Chairman/CEO  
Juran Institute  
Wilton, CT

Daniel W. Malloy, Ph.D.  
Vice President  
Response Technologies, Inc.  
East Greenwich, RI


The discussions will be moderated by:

David A. Simmons, Sc.D., PE  
President  
Health Care Engineering, Inc.  
Oakton, VA

So if you are planning on attending this years AQC in Chicago, and health care quality is your (pre)occupation, you may want to mark this into your schedule **q**

## Looking for an ISO9001 TickIT Course?

From the Internet - *QUALITY.ORG* by Denis Martin

 SQC Ottawa Valley Chapter are holding their latest TickIT Auditor training course at Ottawa, April 22-26, 1996. The course is IRCA registered and presented by Brameur QPI from England. Course content includes the latest TickIT Guide and ISO9000-3 Guidance Document.

Attendees who are successful in the course assessment and examination are entitled to apply for interview and subsequent registration as a TickIT Auditor under the IRCA scheme (this is the only recognized route to TickIT Auditor status). All attendees who pass the course examination are issued with an IRCA recognized certificate of knowledge of audit practice in the IT sector.

The course is also relevant to those wishing to develop their skills as an IT Quality Auditor and/or increase their understanding of the TickIT scheme, ISO9001, ISO9000-3 and how third-party and certification audit is applied to the IT sector. The course includes substantial workshop activity, including role playing.

Nearly 60 personnel have attended ASQC Ottawa Valley's previous TickIT Auditor courses. Brameur have been providing TickIT courses for Canadian organisations for nearly 3 years. Course Tutors are TickIT Auditors who are currently practising in UK and internationally. They are also involved in the latest developments regarding Software Process Improvement (SPI) and ISO9001/TickIT in Europe and internationally.

If you are interested in attending, contact either Larry Jones or Stephen White. The preferred method of contact is via Email or Fax.

Larry Jones:  
Ph. 613-837-8823 Fax: 613-841-6038  
Email: joneslf@curvet.com

Stephen White:  
Ph. 613-592-7400 x2068 Fax: 613-592-7427  
Email: whites@kanavpo.kanatav.kan.marconi.ca

## Advertising Space Available

This space could be your advertisement for a quality-related product or service. Rates for advertising space are as follows:

1/6th of a page	\$50.00/issue
1/3rd of a page	\$100.00/issue
1/2 page	\$150.00/issue
1 full page	\$300.00/issue
1 double sided page	\$450/issue

If you wish to post a job offering that is related to the quality field, there is no charge (space limit 1/3 page) as this is considered a member service.

**AMERICAN SOCIETY FOR QUALITY CONTROL**  
*Montreal Section (0401)*  
**RECOGNITION AND AWARDS NOMINATION FORM**

**1.0 Nominee information:**

Name: \_\_\_\_\_ Member number: \_\_\_\_\_

(Individual or Team leader name)

Business address: \_\_\_\_\_

\_\_\_\_\_ Postal Code: \_\_\_\_\_

Home address: \_\_\_\_\_

\_\_\_\_\_ Postal Code: \_\_\_\_\_

Telephone: Business ( ) \_\_\_\_\_ Home ( ) \_\_\_\_\_

**2.0 Award application:** (Check only one)      Quality Award       Education Award

**3.0 Description of contributions of the Nominee(s):** (Use other pages as necessary)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**4.0 Sponsor information:**

Name: \_\_\_\_\_ Member number: \_\_\_\_\_

Home/Business address: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_ Postal Code: \_\_\_\_\_

Telephone: Business ( ) \_\_\_\_\_ Home ( ) \_\_\_\_\_

**Send this Form and a Letter of recommendation to:**

**JP Amiel**  
**Chair, Recognition and Awards Committee**  
8845 St Laurent, Montreal, H2N 1M3  
FAX: (514) 280-6004