



Montreal Section 0401 Newsletter



April 1996

Volume 47 Issue 8

Chairman's Message

Sam Weissföner - Chairman, Montreal
Section

Since I last addressed the subject, there have been some interesting developments in the effort to establish a Canadian program for the registration and certification of Quality auditors and professionals.

Work on a National Program is still ongoing however a decision on the coordination of this effort has not been finalized by the Standards Council of Canada. In the meantime, the newly formed Quality Practitioners Association of Canada (QPrAC) is in the process of preparing its Communications Plan to present its goals and proposed services.

It appears that another organisation, the National Quality

Institute, is also being considered for this role. This runs contrary to the plan of trying to establish ONE central body to handle auditor registrations in Canada, similar to the RAB (Registrar Accreditation Board) in the US.

In another vein, I would like to point out to all our members that our annual General Assembly is fast approaching. It will be held in early May and it provides an opportunity to any of our members to become more involved in YOUR section activities. All Chair positions on the Executive are open to all section members in both lead and support roles. This is your opportunity to become more involved in local, national, and even international Quality events and activities.

Please take the time to meet and work with some of your fellow quality professionals while enjoying a pleasant dinner evening. Further details will follow in the Newsletter q

You are invited to attend The
1996
General Assembly

Turn to page three of this newsletter for more information regarding the location, cost and agenda of this stellar event in our section's calendar.



An Interview with Dr. Deming

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

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

If you read the last installment of this article, you will find it picks up exactly where it left off. If you missed the last installment; well I'm afraid it may be a bit difficult to pick up the thread... ED

IW: Is confusing special-cause variation with common-cause variation a basic mistake that American industry is making?

Dr. Deming: Yes. Attributing nonuniformity to a special cause, when actually it came from a common cause, and vice versa. What we want is to make the frequency of both mistakes zero. It can't be done. Our goal must be to minimize the economic loss from both mistakes.

IW: Two words that are popular today in describing changes in American industry are downsizing and reengineering. What do these words mean to you?

(Continued on page 2)

APRIL EVENT

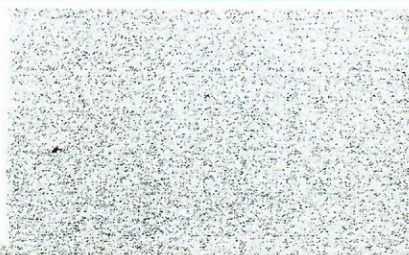
- WHAT:** **QUALITY SYSTEM DOCUMENTATION CONTROL:**
As you probably know, the leading cause of non-conformity preventing successful registration of ISO 9000 Quality Systems is the lack of positive control of documentation. This month's event will present a product aimed at helping to control this potential hiccup in your program.
- WHEN:** April 30, 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, 26 April.
- COST:** This event will cost \$25.00 and includes a hot and cold buffet. NOTE: payment by cash or check at the door.

inside...

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 MONTREAL SECTION (0401)
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 Dollard des Ormeaux, Quebec, H9B 1Z8
 Tel: (514) 685-7678 Ext. 401
 Fax: (514) 685-7055
 Internet: asqc0401@quality.org



**OFFICERS
 1995/96**

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Treasurer:
 Nutan KALIA

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 Arrangements:**
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 Denis MARTIN
 Charles CHEUN

SMP Coordinator:
 Douglas MORGAN

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

Awards:
 Jean-Pierre AMIEL

**Liaison with Section
 Québécoise:**
 Gilbert COLL

Director:
 Youssef YOUSSEF

Deming Interview

(Continued from page 1)

Dr. Deming: Desperation. Management doesn't know anything else to do. They don't have the knowledge to manage with. All they can do is sack people. Crude. A crude way to do it. You only dig yourself into another pit.

IW: What is the role of government?

Dr. Deming: The responsibility of government is equity. If we do not keep equity in the forefront, we will destroy our society. Of the people, by the people, for the people. Sounds great. Doesn't mean a damn thing. The top priority of government is equity. Accused and the accuser both have a right to be heard. This is very inefficient, wasteful, you might say. But we dare not have it any other way.

IW: How does that apply to government's role and interaction with American business?

Dr. Deming: The main function of government is equity, and business must work within that framework. IW: ISO 9000 seems to be the ticket to participating in the new world economy. Where is ISO 9000 going?

Dr. Deming: ISO 9000, 9001, 9002 are conformance specifications - conform to requirements. Of course we must conform to requirements. But that's not enough; that won't do it. One must seek the nominal value of anything, what the best way is, not just pass the course. To meet specifications, do what is required - that is not enough. You have to do better than that. Achieve uniformity about the nominal value, best value. Shrink, shrink, shrink variation about the nominal value. That is where you get your payoff; that is where you get ahead.

IW: What about the Malcolm Baldrige National Quality Award and companies striving for the award. Does that equate to being on a mission to improve quality?

Dr. Deming: No, nothing could be worse. The evil effect of the Baldrige guidelines on American business can never be measured. If you had the Baldrige

(Continued on page 3)

**Executive
 1996-1997**

JP Amiel - Awards Chair

Montreal - As spring is in the air, your favorite executive looks forward to their departure from a job well done. Some have decided to stay on another year, while others will assist the new group. SO...On May 15th the Section will hold its annual meeting in the exiting atmosphere of Spain. This is your opportunity to participate in the development of the section.

As per our by-laws, we will be filling a number of positions on the Executive Committee during this meeting. The following positions have already been filled:

- Chairperson:** Robert Fairbairn, Professional Pharmaceuticals
- Vice-Chair:** JP Amiel, STCUM
- Secretary:** Keith Forcier
- Treasurer:** Douglas Morgan, Kraft General Foods

NOTE: the Recertification & Examination Chair MUST hold a valid ASQC Certification (Certified Quality Engineer (CQE) or Certified Quality Auditor (CQA)) and will NOT be permitted to write Certification Exams within a two year period.

The following positions are opened and will be filled at the general assembly. To apply for any of the opened positions, you must be an ASQC member in good standing.

- | | |
|--------------------|--------------------------------|
| Awards | Programs and Arrangements |
| Education | Quality Month |
| Koality Kid | Recertification & Examinations |
| Membership/On-line | Section Management Program |
| Newsletter | |

If you are interested in any of these positions, please send your name and contact information to:

JP AMIEL
 STCUM
 8845 St. Laurent
 Montreal, Quebec
 H2N 1M3
 Telephone (514) 280-5412, FAX (514) 280-6004

CONGRATULATIONS!!!

Congratulations to the following members on their achieving Certified Quality Auditor (CQA) status:

Thomas Robert Bradley,
 Jean Francois Michaud



Great job!

Toronto Section Work Referral Service

Neil Asbil - Chair, Newsletter

The Toronto Section of the ASQC operates a Work referral Service (WRS) for its members.

This service is now being expanded and made available to all ASQC members in Canada. Last month, our Section Chair received an information package which included all the material needed to join this service.

The WRS is a computerized database that was established in 1994. It contains "profiles" (resumes) of members actively looking for work or interested in exploring opportunities. To enroll, members must complete a registration form which details qualifications and experience and submit it

with a fee of \$10.00 to the WRS Coordinator.

On the other side of things, potential employers and placement agencies interested in qualified staff submit details of required qualifications to the WRS coordinator. The system is then used to match qualified candidates with suitable employment opportunities.

Unfortunately due to Newsletter space constraints dictated by postage budgets and other things, we cannot include all the literature and forms that we received.

If this initiative is of interest to you, I encourage you to contact Ms. Nilamma Chinapen, the WRS Coordinator at

Phone: 416 750-9073

FAX: 416 750-8416

NEW SUSTAINING MEMBER

We'd like to welcome our newest sustaining member of the ASQC, whose membership is effective January 26, 1996

**Oerlikon Aerospace
Incorporated**

Deming Interview

(Continued from page 2)

guidelines in front of you, you would see it asks for data, figures on what cannot be measured. The effect of training, for example. You may spend \$20,000 to train six people in a skill. That benefit will come in the future. We'll never be able to measure that benefit. Never. So why do we spend that money for training? Answers are guided by theory. We believe that that training will have its effect on future output. And though we cannot measure that effect, we believe that it is positive. In other words, we govern our actions, our life, by theory. That's good. Without theory, we learn nothing. Theory has temporal spread. That is, the theory that we can hold on to must fit without failure events of the past and predict events of the future.

IW: Where are American business schools falling short in design of their curriculum, the things they are teaching?

Dr. Deming: I'm afraid that what they teach is continuance of our present methods of management, which are failures. They teach how to fail, how to continue to fail.

IW: What should they be teaching?

Dr. Deming: I think the teaching ought to be on how to improve. Improvement, understanding of

(Continued on page 4)

General Assembly

Sun, wine beaches and plenty of toe-tapping music (or is it foot-stomping beats). Whatever! It's that time of year again! We are inviting you to participate in our Annual General Assembly, and as the introduction indicates, we have found something quite delightful for you again this year. The Section will hold its meeting at a restaurant specializing in Iberian cuisine.

DATE: WEDNESDAY 15TH MAY 1996
TIME: 6:30 P.M.
PLACE: EL MESON ESPAGNOL (Spain as in the IBERIAN Peninsula !!)
 2074 CLARK street
 Montreal, Quebec (514) 842-6301
 (one block west of St. Laurent; One street south (below) Sherbrooke)
FREE PARKING at Evans & Clark
COST: \$15.00

YOU MUST RESERVE IN ADVANCE !

For reservations and information call:
 JP AMIEL (514) 280-5412

Business Agenda:

- 1 Call to order
- 2 Introduction to Executive
- 3 Chairman's report
- 4 Treasurer's report
- 5 Chair reports
- 6 Election of new officers
- 7 Closing

MENU

Choice of two from various Tappas (Appetizers)
 Soup or Salad

Choice of Paella (Mmmmmm, Saffron rice, Mussels, Shrimps, Lamb, Chicken, etc.)

Wine (1 liter for each 4 people)

Postre (That's dessert!)

Coffee

and then.....LIVE FLAMENCO DANCING!!!

A Warm Welcome to our New ASQC Members

Denis Martin - Chair membership

NAME	COMPANY	START DATE
Jacques H. Beauchemin		9510
Murray D. Brox	Irving Forest Services Ltd	9510
Robert G. de Varennes	General Motors	9510
Antonio Manuel DeViveiros	General Motors of Canada	9510
J. Pierre Dorais	General Motors Engineer	9510
Jean Louis Dube	GM of Canada	9510
Anthony Francavilla	General Motors	9510
Raymond M. Gouin	Prior Data Sciences	9510
Paul Henri Jean	General Motors of Canada LTD	9510
Chris Jesseau	Lorbec Metals Ltd	9510
Frank P. Lefebvre	General Motors of Canada	9510
Genevieve LeFevre	General Motors of Canada LTD	9510
Sylvain Legault	GM of Canada LTD	9510
Harout Nercessian	Eicon Technology	9510
Margaret Ring	The Canadian Red Cross Socie	9510
Jo-Anna M. Serafini	Glaxo-Wellcome Inc.	9510
Mark Small	Vale Harmon Enterprises	9510
Thomas Robert Bradley	Shellcast Foundries Inc	9511
Serge Chartier	Exeltor Inc.	9511
Sam Choucha		9511
Alain Fontaine	Videoway Communications	9511
Lucy Fusaro	Concordia University EDP	9511
Nahanni Nagle	Lincoln Electric	9511
Claude Roy		9511
Cathy A. Turcotte	Northey, Smith & Associates	9511
Krikor Zarokian	Bombardier Canadair.	9511
Luiel Cicoria	The Ritvik Group	9512
Anne Hum	Belle International	9512
Patrick O'Donoughue	La Cooperative Federee Quebe	9512
John Toth	J.E. Seagram Co Ltd	9512
Anastasios Tasso Kalcs	Ericsson Research Canada	9601
Stephen Lister		9601
Cote Maurice	Matol Botanical Int. Ltd.	9601
Luis Sandoval		9601
George Saplywyj	Brock Telecom Ltd.	9601
Robert Thorburn	Thorburn Equipment	9601

Deming Interview

(Continued from page 3)

people, understanding of product. In other words, it would require what I call profound knowledge, of which I mean a view from the outside.

IV: Is there anything else that you would like to say to the management of American business?

Dr. Deming: Yes. Quality. Quality is characteristic of a product or service that helps somebody and which has a market. Without the market, we don't stay in business. Sometimes the market has to be created. But, the market itself is not enough.

For example, today, where are the makers of carburetors? Gone. Every engine had a carburetor. How could it run without one? The maker of carburetors made better and better carburetors, lower and lower cost, and went out of business. What happened? Came the fuel injector, which costs more than a carburetor, but does the job of the carburetor and a lot more. The fuel injector came in, carburetors went out. Carburetor manufacturers made a good product, better and better carburetors, lower and lower cost, happy customers. But that is not a sound basis for a continuance. You must take account of possible changes. The function of the carburetor, as everybody knows, is to put a stoichiometric mixture of fuel and air into the combustion chamber. That is its function. Now what is the best way to accomplish that? Maybe by a carburetor, maybe not. Fuel injection provides a better way. Fuel injectors took over the market. Carburetors went out, no matter how good they were. In due time fuel injectors will go out with a new kind of engine. Don't ask me what it might be; I know not. But you must think of function, not particular products α

NEW SUSTAINING MEMBER

We'd like to welcome our
newest sustaining member of the
ASQC, whose membership is
effective March 18, 1996

**Westburne
Incorporated**



ISO 9000 LEAD ASSESSOR TRAINING

****IRCA/RAB Accredited****

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:

This course is for anyone who needs to satisfy the training and examination requirements for Lead Assessor Certification. It is also highly beneficial for anyone directly involved in planning and implementing ISO 9000-based Quality management systems in their organizations. Typical participants include:

- ✦ Senior Management
- ✦ QA directors and managers
- ✦ People performing internal, supplier and third-party audits and assessments
- ✦ People responsible for implementing Quality management systems
- ✦ People preparing for assessment by customers or third parties

OBJECTIVES:

The five-day SGS ICS Lead Assessor Course gives the participants a thorough understanding of the ISO 9000 series of quality management system standards and their application. It also provides training in the principles and practices of quality system assessment and auditing based on these standards. The course is internationally recognized by major assessor/auditor certification authorities, including IQA/IRCA, RAB and JAS-ANZ.

CONTENT:

- Day One: Definitions; History and objectives of Quality and QA; Interpretation of the ISO 9000 series of Quality management system standards; Quality manuals and procedures; the role of the assessor
- Day Two: Types and aims of assessments; Planning and preparation techniques; Case studies; Opening meetings
- Day Three: Assessment execution; Nonconformance reporting, follow-up and close out; Assessor communications skills; Closing meetings; Workshops; Introduction to final case studies
- Day Four: Workshop; Final Exam review; Final written exam; Final Case studies
- Day Five: Preparation and formal presentations by teams; Closing meeting role-play; Course conclusion

COURSE FEE: \$1595.00 + GST

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



SGS International Certification Services Canada, Inc.

Training Schedule for ISO 9000 Quality Systems and ISO 14000 Environmental Management Systems

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

Internal Auditor \$895.00*

3 - 4 avril en Français	Québec City
April 9th - 10th	Montreal
April 11th - 12th	Toronto
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 \$1595.00*

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 17th - 21st	Toronto
August 12th - 16th	Halifax



Quality Systems Documentation \$895.00*

April 17th - 18th	Vancouver
April 25th - 26th	Halifax
June 3rd & 4th	Montreal

ISO 14000 Introduction \$279.00*

April 17th	Toronto
May 22nd	Toronto

ISO 9000 For The Service Sector \$895.00*

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

Additional Courses Offered

****We offer customized in-house presentations of all of the above courses, as well as ISO Awareness seminars and Executive Overview sessions. Please contact Donna Jarvie or Jim Moran in the Training Department at: 1-800-636-0847.****

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



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



ASQC Re-certification Questions???

Norman Dickinson - Chair Recertification & Examinations

You spent all that time studying to pass the examinations a receive your ASQC certification. Now you have to maintain it!

Do you have any questions with regards to the re-certification process? If you have questions or comments regarding your recertification journals or if you require assistance completing them please feel free to call Norman Dickinson at (514) 736-1470.

Also, if you know that you are due for recertification and your journals are ready again phone Norman Dickinson at 736-1470 to obtain the proper address to send them. Always make a copy of all your documentation before you send them out **q**

ATTENTION !!!

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ATTENTION !!!

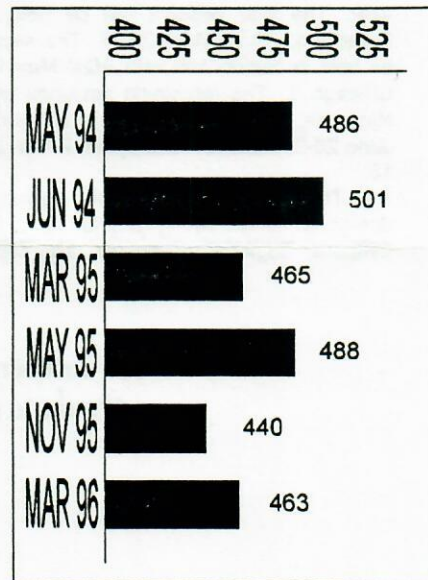
Montreal Section 0401 comparative membership levels

Neil Asbil - Chair Newsletter. Membership information from Denis Martin - Chair membership

Have you ever wondered what the history as follows **q** geographic mix is of the membership of the Montreal section of the ASQC, or how this year's membership compares with past years?

Well inquiring minds wanted to know and frankly, we wanted to tell you so here it is! As of March 5, 1996, our membership is composed of members from British Columbia (3), Maine (2), New Brunswick (2), New Hampshire (1), Nova Scotia (3), New York (9), Ontario (33), Prince Edward Island (1) and Quebec (405). We have members from all across Canada, and we also cover most of the North Eastern Corner of the US!

What about the history of membership levels you ask? Well we can provide this information and we'll use that handiest of tools the histogram to plot the



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 **q**

DON'T LOSE YOUR CERTIFICATION !!!

Some members (and you know who you are), are on record with the ASQC effective March 12, 1996, for non-renewal of their CQA certification. The Due date was December 1995.

Please get your journals to the SEC as soon as possible or you will have to rewrite the examinations.

If you need more information call Norman Dickinson at (514)736-1470 or send your journals (keeping a copy for yourself) to: Norman Dickinson
3402 Garneys
St. Laurent, Quebec
H4K 2M2

1996 Section/Division Leadership Training Sessions Coming Soon!

Kane Kurcharski - ASQC Milwaukee

The 1996 Section/division Leadership Trainings are set to begin in late April and will be held in five locations this year. The first session will be held in San Francisco, CA on April 26-27. The second will be held in conjunction with AQC May 10-11 in Chicago IL. The remaining sessions will be in Nashville, TN on June 21-22; in Denver CO on June 28-29; and in Philadelphia, PA on July 12-13.

The leadership Training sessions are designed for incoming Section and Division Officers, Regional Councilors, and committee

Chairs to learn more about their roles and responsibilities, the Society strategic plan, and about how to engage members in Section and Division activities. The materials for the training sessions are being developed based on feedback from past training sessions, as well as input from a committee consisting of Section leaders, Division leaders and ASQC staff.

A representative from the Office of the President will be at each training session to answer questions on the Society strategic plan and the future direction of ASQC.

Registration to the training sessions is free, and Sections and Divisions will be reimbursed for travel according to the following guidelines.

These figures are based on a one time reimbursement. Divisions will be reimbursed a total of \$100.00 toward travel. Sections within 150 miles of the training site will receive \$50.00 total reimbursement for travel costs. Sections located 151-300 miles from the training site will receive \$150.00 total for travel costs. Sections located 300 or more miles from the training site will receive \$200.00 total reimbursement for travel costs.

For more information on the training sessions, and to obtain a registration form, please contact ASQC customer service at (800)248-1946 an ask for item number B0675.

See you there! **q**

A Special Thank you Note

The members of the ASQC and the AQP would like to give special (if belated) thanks to our corporate sponsor for the October 26, 1995 quality Month,



Quality Registrar Inc.

For more on KPMG and what they can do for you, please contact Laurent Arselin at: (514) 840-2332 or FAX to (514) 840-2187

ANNOUNCEMENT:

AN IQN QUALITY SERVICES EVENT CONSULTANTS OPEN HOUSE

IQN Conference in Ottawa, Canada - June 18/96

The Interdepartmental Quality Network (IQN), which includes members from all levels of government in Canada, is organizing an exposition of consultants and consulting firms working in the field of quality management.

The Open House will be held from 9:00 AM to 5:00 PM at the Canadian Government Conference Centre, located at:

1 Rideau Street
Ottawa, Ontario
CANADA

If you are interested, mark the date on your calendar, that's on June 18, 1996.

The FULL TEXT of this announcement, in both English and French, is available under the "Conferences" section of the QUALITY.ORG website, at:

<http://www.quality.org/qc> **q**

Temporary Positions Available

Supplier Quality Associates, Inc. (SQA) is a temporary personnel service that specializes in supplier quality assurance. We are in the business of providing quality engineers, source inspectors & quality technicians for part-time and temporary assignments domestically and internationally.

Currently, we are looking for senior quality professionals (preferably with experience in supplier quality) for local, part-time assignments throughout the US and worldwide.

Those interested can fax their resume to:
(310) 544 5541

To learn more about SQA you can make contact by telephone:
(310) 544-6888

by E-mail: sqanet@deltanet.com
or you can visit our website at: <http://SQANET.com> **q**