



Montreal Section 0401 Newsletter



October 1996

Volume 48 Issue 1

Things ARE tough!

Neil Asbil - Newsletter Chair

It seems that everyone inside and out of the quality fields are working longer and harder every year. I was speaking to a good friend of mine who works as a lift operator. In his company, a large warehousing organisation that handles everything from foodstuffs to chemicals, 12 hour shifts, 5

and 6 days a week are becoming the norm. If you don't want to work whenever asked, you'll be told, "that's fine, just asking", but there is a tone of menace that is not going unnoticed by the majority of the operators—they feel threatened. At one time, as recently as two years ago, there was a team of 6 doing the work in his warehouse. Now there are only three. You might be tempted to think the company is downsizing and some of the operators are surplus. On the contrary! The company is

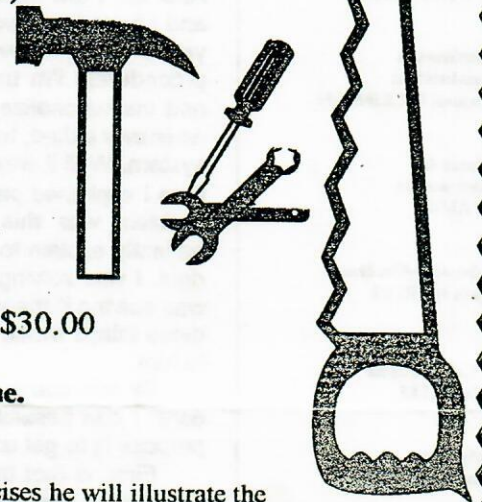
slowly buying out competitors and has significantly increased the turnover level in most of its warehouses.

So we have a situation where the number of movements (not a biological term) is increasing, an individual's hours are increasing, but total man-hours are being reduced. To be sure there have undoubtedly been some natural savings as some of the inherent inefficiencies of the system were discovered and 'fixed' by the

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November Event

- EVENT:** The Basic Tools of Quality (A practical exercise)
Dr. David TOZER, ASQC-CQE. Ph.d. Physics
- DATE:** 19 November 1996
- TIME:** 5:30 PM
- PLACE:** Montreal Airport Hilton
12505 Côte de Liesse, Dorval,
(514) 631-2411
- COSTS:** ASQC Members: \$25.00 Non-Members: \$30.00



Please confirm your presence to JP Amiel at (514) 280-5412 ahead of time.
Seats are limited!

Come spend a couple of hours with David Tozer and through hands-on exercises he will illustrate the seven tools which have formed the basic techniques of the quality movement.

You will see Pareto take a histogram. The you will analyze his flow chart and through the cause and effect diagram you will control chart and process his capability to allow him to steer through a brain storm (?!?!???) Just Kidding!!

We will serve a hot and cold buffet to feed all your curious minds. We look forward to seeing you at this special event

P.S. Bring a calculator and a watch!

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Editorial contd.

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operators but that is, in itself, another story. I found it pretty interesting that the management clearly wants more efficient operations *does not want*, and when asked, *will not allow* the warehousing procedures to change. It seems that most of the management team came up from 'the floor' and they therefore 'know' how the business should be operated. Imagine the frustration of being told to work harder, get out more material per shift, basically work your buns off on average 6 days a week, and when you get an idea on how you could save some time (and a small piece of your sanity) you are told, out of hand, to forget it—do it the way its always been done!

I think that this is the point where I started to figure that I had **The Answer** to my friend's woes. After all, I am trained in the arts of management and I have been working in quality for a good few years now developing and implementing procedures. I'm trained to find, and then define and institutionalize as a procedure **The Answer**, whenever asked, to whatever problem is ailing the system. Well it was a humbling experience. Every time I explained patiently that **The Answer** to his problem was this and such, my friend would patiently explain to me why I was wrong. He was right. I was solving the problem I perceived and I was solving it the way I would attack it. Neither of these things made my solution particularly useful to him.

By now you are probably wondering where on earth I can possibly be going with this. Well my purpose is to get across two things.

First, is that things are tough all over. We in the quality community have a tendency to see ourselves as separate from the rest of our respective organisations. That is partially due to

some of the monitoring functions that we perform. These activities tend to push us into a bit of a cocoon since it is a bit easier to be impartial if you stay at arm's length from the people who are doing the work. As a result of this self-imposed isolationism we tend to think no one else is having the problems we are having and we also tend not to talk to other people in our own organisations who could disabuse us of this attitude.

Second, we must be ever vigilant in the application of our tools to make sure that we are applying them properly. It is extremely easy (I know!) to assume that we understand someone else's problems. If we assume we understand that problem, and we solve the problem that we perceived, then we will not be of great benefit to ourselves or to the organisations for which we work, and certainly we won't be any use to the people who brought us the problem.

Some of you have undoubtedly been in the quality business for a number of years and certainly some have been in it longer than I. Likewise, many are likely to be relatively new to the business and are in the process of filling your quality tool-kits to be ready for whatever may come your way.

I'll consider this rambling monologue a success if it encourages just one of you to take a good look at the way you are applying your quality tools to the job. Maybe it is time to have a look around and see what's new and what's out-of-date. We all know that the real quality tools don't change much but even the best saw needs to have its edge touched-up once in a while or it won't cut balsa wood. The Section's **November Event** focuses on the quality toolbox. Why not take an evening out (November 19), mix with your peers (many of whom are certainly facing at least some of the same problems you are), and while you are there, take a few minutes and try a little collective tool sharpening? **a**

Neil

The opinions expressed here are my own and do not necessarily represent those of the ASQC, the Montreal Section or my employers. If you should have any comments regarding the above editorial, or about anything else related to the quality milieu, please feel free to contact me by Mail or by Telephone (see exact information at the top of page 2.) or drop me an e-mail at: neil@asbil.ITSaerospace.com

November Event

When: 20 November 1996


Where: CRIQ (corner of Cremazie and Christoph Colomb)

What: Discussion on ASQC Services
Bookfair
Presentation of [Internet] web site

by: Section Québécoise

Managers buy into quality when they see that it works

REPRINT: Article by Chad Rubel - Staff Writer, Marketing News, March 1996

erious quality commitment starts with top managers, who need to see proof that programs work before they fund them, said Robert J. Baer, president and CEO of United Van Lines (UVL), St. Louis.

Baer delivered the keynote address at the Eighth Annual Customer Satisfaction and Quality Measurement Conference in Washington, D.C., sponsored by the AMA and the American Society of Quality Control.

UVL has a "star" rating system based on the agents' conduct over the last six months. The agents with the most stars receive the most appointments, resulting in higher revenues.

When a consumer moves from City A to City B, The agent in City A checks the computer to see which agent in City B has the most stars, and sends him or her the business.

Agents must meet performance standards to qualify for special assignments from UVL management. For those agents who qualify, the company

partially finances the salaries of recruited salespeople.

"Best they can be"

"Our primary objective remains to help our agents be the best that they can be. And if the marginal performers demonstrate they are willing to take the necessary remedial steps, we are eager to restore them to full status," said Baer, "At the same time, we have made it clear that failure to improve can and will lead to consequences as severe as termination."

Susan L. Lemons, vice president, quality management and reengineering, Johnson & Johnson, New Brunswick, N.J., said successful reengineering succeeds by increasing revenues, not just by reducing costs. Companies that reengineer, however, should eliminate programs with low customer value that cost a lot of money.

She said the American Express credit card division found that its \$750 million direct mail effort wasn't working well. The company placed incentives inside the direct mail envelopes without significant success, then enclosed the incentives with

monthly statements and received a better response. Consumers' attention was highest when the statement arrived, and they were more receptive to potential offers.

Eighty-five percent of reengineering involves changing how a company measures customer satisfaction, Lemons said.

'Chicken efficiency'

Kentucky Fried Chicken once rated its managers' success according to "chicken efficiency," or how much chicken they threw out at the end of the night, she said. If consumers came in late at night, they would either have to wait for chicken to be cooked, or settle for scrap chicken several hours old. The chicken efficiency measurement didn't take customers into account, and the results suffered.

William Miller, president of Global Creativity Corp., Austin, Texas, said being an innovative organization requires "producing new growth in the top line of the balance sheet through new products and services."

Miller said companies that sell products with "bundled knowledge" do a good job of putting the customer first. Two such products are Air Pump shoes from Nike, which automatically conform to the customer's foot based on the last nearing, and custom made blue jeans based on an individual's measurements, which are kept on file to make more jeans.

Paycheck reminders

Customer satisfaction is so important to Applied Materials, Santa Clara, Calif.; that employees are reminded of it every payday. "Your payroll dollars are provided by Applied Materials customers" appears on the front of every check.

Lynn Hunsaker, customer satisfaction manager, said the company developed an action plan for changing each negative consumer perception. The plans are presented on Tashiro charts, actual and target figures plotted on a graph according to a specific time increment and compiled in a book distributed to about 130 people in the company.

Hunsaker said the book is a helpful resource for executives because 30% of their bonuses are based on the success of the action plans.

EXECUTIVE 1996 to 1997

Following the transfer of Douglas Morgan to Toronto and the resignation of Paola L. Hawa, we have reassigned some chairs and welcomed some new faces to the executive. Here are the names of the executive and committee chairs for the 1996-97 year.

Executive:

- Chairperson:** Robert FAIRBAIRNE, Professional Pharmaceuticals
- Vice-Chair:** J.P. Amiel, STCUM
- Secretary:** Keith FORCIER, RDC Controls
- Treasurer:** Gerry YEDYNAK, Spar Aerospace

Committee Chairs:

- ◆ Awards J.P. AMIEL
- ◆ Education David TOZER
- ◆ Koality Kid Charles ALTMAN
- ◆ Membership/On-line Denis MARTIN
- ◆ Newsletter Neil ASBIL
- ◆ Programs and Arrangements JP AMIEL
- ◆ Recertification and Examining Norman DICKINSON
- ◆ Section Management Program (SMP) Inteaz ALLI
- ◆ Directors Nutan KALIA Sam WEISSFELNER

We are looking for volunteers. Come and join us and make section 0401 a continued success. Call Robert FAIRBAIRNE at (514) 631-7710 or just talk to any of us at one of the events

IS there anybody out there?

Neil Asbil - Newsletter Chair

I guess that we know the answer to that question. We only know that most of you exist from the occasional queries that we get when the Newsletter is late, or your renewal forms are late, etc. For most of us who are actively involved in the section's activities, we recognize that there are a great many things that we need to get done and very little free time in which to do them.

It is never-the-less depressing when events that take time, effort and money to organize, go almost completely unattended by the very membership for which they are put on.

I am as guilty as anyone for not making all the events that are put on. Sometimes I get stuck in meetings or I'm just too tired to get there. I have noticed that when the event is one that really interests me, I almost always manage to make the time to get to it.

I may be going out on a limb here, but I am guessing that most of you are the same. Its like getting up early. Its hard when you're getting up at 4:00AM to go to work but it can be awfully easy if you're getting up at 4:00AM in order to make a 6:00AM tee-off time at the golf course!

The purpose of this article is not to rail against the members of the section for not attending events. It is intended more as an appeal to you to open communications—to get in touch with us. Let us know what events you want to see run. Suggest different activities that will be useful and entertaining to you and the rest of the local quality community.

The executive, myself included, are only in place to do our best in bringing you events and activities that are of interest to the section membership and that promote the values and knowledge base of the quality community.

I'm hoping that as a result of this column, I'll get at least a few letters, faxes or e-mails, even if only to rebut the comments that I've made. A better response—the one I'm really hoping for—is that at least some of you will be compelled to talk to any of the members of the executive or to me and give us an idea what direction we should be going.

Its up to you!

GMP ad paste-up

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*December 2-3 Montreal

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* November 19 Montreal

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12 - 13 December	Montreal in English
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23 - 24 janvier	Montréal en français
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November Event

EVENT: The Basic Tools of Quality (A practical exercise)
Dr. David TOZER, ASQC-CQE. Ph.d. Physics

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