



Montreal Section News

American Society for Quality
Section 0401

October 1997

Volume 48 Issue 7

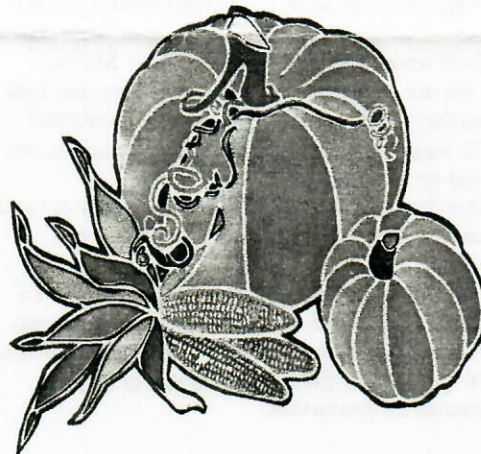
And now a Word from the Chair...

Robert Fairbairn - Montreal Section Chairperson

Gillian - nice job on the September Newsletter. Bernard - nice work on having arranged the site visit on September 17th. Both great starts to the new year. Fellow members - both these initiatives (our newsletter and our monthly events) need your help. If you think you can't contribute anything - you're incorrect. You can tell us about a quality or management problem that you've observed or were involved with and how it was resolved (or how it wasn't). Or you can try and attend an upcoming event. Please try and support these initiatives.

We're presently working on setting up a Web-page for our Section. One of our newest members, Diane Bonin, has expressed a keen interest in championing this idea. We'll keep you posted.

Our Koalaty Kid Chair, Raymond Dyer, is working closely with Allion School in Lasalle in promoting this pro-



gram. He has arranged to teach the teachers on the use of quality problem solving tools who in turn will teach them to the children. Great work Raymond.

To all our members - Have a happy Thanksgiving. ☺

Events...

Bernard Doiron - Programs & Arrangements

October was to see us involved with ISO 9001 in the Public Sector. Unfortunately this event has been postponed until spring 1998.

November will bring us an outstanding speaker. M. John Wetmore, President and CEO of IBM Canada has accepted our invitation. M. Wetmore is the Campaign Chair for the 1997 Canada Quality Month. The subject of his conference will be this year's theme of the Quality Month, "Competing in the Age of the Networked Society". The intention is to examine the broader implications for organizations, for employees and for society.

Due to circumstances beyond our control, the Summer Olympics had to be cancelled. However you're not losing! Here comes the Winter Olympics!! December will challenge you. The Problem Solving Winter Olympics will more than make up for the wait. Get those gray cells working — you'll need them! The Christmas Party will follow the Olympics. This will be an event that will start at 13:00 and finish around 21:00.

January will bring us the good and bad experiences in implementing ISO 9000. This will be done through the eyes of 3 different companies. We are still looking for a volunteer from a medium size company (more than 50 and less than 125 employees) to relate their experiences. Please contact Bernard Doiron if you would like to volunteer.

See page 6 to reserve for these coming events. ☺

~Important!!~

For those who have already registered for the October 22nd Event, ISO 9001 in the Public Sector, this event has been cancelled.

The event will be rescheduled to sometime in early 1998.

inside...

On the Shelf	Page 2
Calendar of Events for the Year Ahead	Page 5
ASQ Quality Press Publications	Page 5
Registration for Fall 1997 Events	Page 6



On The Shelf

by G. Yedynak

Reference September 4, 1997

Purchasing, MATERIALS MANAGEMENT

JIT: A process with many faces

by Tim Minahan

Article presents an interesting overview of JIT at three companies. Toyota, Dell Computer and Miller SQA

ABSTRACT:

Over the years, this philosophy has spawned a host of new production concepts. They go by names like flexible, flow, and seamless manufacturing as well as total supply chain management.

The goal of these concepts, contrary to popular belief, is not to reduce inventory, although that's an appealing side benefit. Instead, JIT (like its imitators) is a continual process aimed at eliminating waste and solving problems throughout the supply chain.

TOYOTA:

Prequalified quality ..Toyota does not inspect parts for quality as they arrive at the dock. It can't afford to. Incoming inspections run contrary to the JIT vision, adding time, inventory, and handling to the process.

Instead, the automaker, which has won awards for vehicle and assembly plant quality from industry consultants at J.D. Power and Associates, works on quality issues up front.

"We negotiate with the supplier to lock in the quality system and the quality of the part before a product is launched," says Lewis. "We establish how they will produce, package, and ship the part up front."

Any quality kinks are worked out with suppliers prior to ramping up the parts for mass production. "During the production preparation phase, we really work with suppliers on setting up the tools and facilities needed to make the parts," says Lewis. After that, quality will only be inspected on an exception basis. For example, if there is a problem with a particular part or if a new part is coming on line.

"The true benefit of JIT is that each supply partner takes ownership of the process and identifies problems as they occur," says Uminger. "You know about problems immediately because the next part of the process can't happen if there's a problem."

Toyota's focus on JIT as a continual problem-solving process (not an inventory reduction plan) illustrates why the automaker is a JIT leader not only in its industry but all of industry.

DELL COMPUTER:

Dell Computer sees suppliers as key to JIT

"Our goal is to work with suppliers to figure out how to minimize the supply chain and hold the least amount of inventory in it," says Maxwell. "We are trying to bring the supply base into Dell so they understand our business." The reason? "If suppliers don't understand your business, you end up creating buffers that translate into inventory." And inventory can add costs, damage quality, slow production, and wreak havoc with Dell's rapid response reputation. To guard against this, Dell has optimized its supply base and developed a tightly run system in which it "pulls" parts from suppliers just as they are needed for production.

Dell also reduces the need for rework and the chance for faulty parts through its stringent quality control process. Dell has neither the time nor

manpower (nor desire) to inspect incoming parts. Instead, it relies on regular on-site audits of suppliers as well as quick, diagnostic tests during the assembly process.

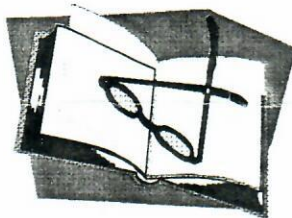
For critical parts like circuit boards, Dell directly links to the supplier's manufacturing database. This lets Dell monitor quality on the supplier's assembly line and identify quality glitches before they reach any Dell plant.

Dell also hopes to establish supplier "Web sites" on Dell's extranet where suppliers can share ideas for process improvements as well as traditional production, quality, and technical data.

Dell's continuous improvement plan :

1. Consolidate multiple supplier-run parts warehouses into a single supplier logistics center.
2. Place orders with suppliers via Dell's extranet.
3. Establish extranet "Web sites" where Dell and suppliers can exchange production, quality, and technical data as well as ideas for process improvements.
4. Get suppliers to produce production parts on a JIT basis.

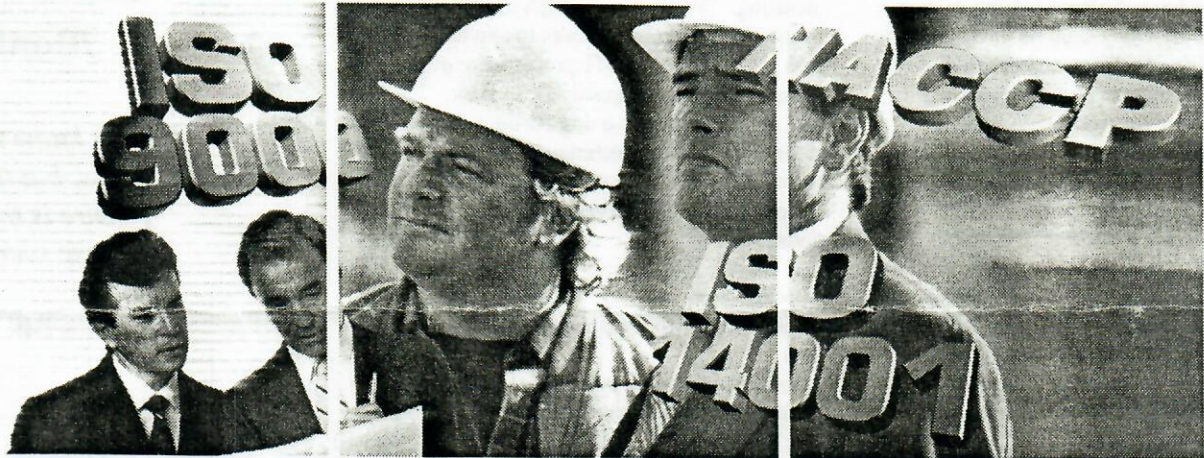
(Continued on page 4)



**The Montreal Section ASQ
wishes to congratulate
the following persons for
attaining CQA:**

~
**Raymond Dyer
 Sukhvinder Singh Jutla
 Martin Melacon
 Rosette Sasouni**
 ~

Join the ranks of more than 12,000 quality people!



More than 12,000 people have benefitted from our ISO 9000, ISO 14001 and HACCP training courses over the past few years. They are now part of an elite group of quality-conscious people with internationally recognized IRCA-RAB or EARA accreditations.

As one of Canada's largest registrars, SGS can provide credibility and reliability unmatched in the industry.

Why delay? Find out how you can belong to this growing class of people focussed on quality and environmental protection.

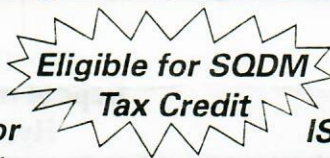
For more information, please contact our Training Department as soon as possible... space is limited!

1-888-695-4769

SGS: Your Partner in Quality



Upcoming Training in Montreal



*** NEW ***



ISO 9000 Lead Auditor
(IRCA/RAB approved)

October 20 - 24 \$ 1,595

November 24 - 28 (French)

December 8 - 12

ISO 14001 Lead Auditor
(EARA approved)

November 10 - 14 \$ 1,795



November 17 - 20 \$ 1,295

SGS International Certification Services Canada Inc.



Expertise everyday, everywhere

(Continued from page 2)

MILLER SQA:

Miller SQA tweaks JIT system for quick response

You may not know Miller SQA Inc. by name, but you have probably used its products. The Holland, Mich., company makes the desks, chairs, filing cabinets, and cubicles used in thousands of offices worldwide.

This fast-growing subsidiary of Herman Miller Inc. has blazed new trails in the office furniture market by sticking to a simple charter: Produce a wide variety of low-cost, quality office furniture on a build-to-order basis. That philosophy is reflected in the company's name (the SQA stands for Simple, Quick, and Affordable), as well as its performance (SQA leadtimes average seven days compared to the industry average of three to six weeks). Such a plan has forced the company to develop a unique just-in-time manufacturing process.

Instead of opting for a quick fix, like building a new manufacturing facility, SQA decided to overhaul its supply chain, reengineer its production process and electronically integrate its sales, manufacturing, and supply functions. The result: A manufacturing system that is true to the JIT spirit, yet dynamic enough to operate in a volatile build-to-order environment.

Supply collective ..SQA's first order of business was to find a way to get inventories off its plant floor yet maintain access to enough production parts to support variable customer demand.

Like Dell Computer Corp. and other manufacturers, SQA has decided to bring the supply base closer. However, instead of moving its 100 suppliers across the street, the furniture maker has hired Menlo Logistics to manage a single parts warehouse just four miles from the Holland production facility.

Getting supply in sync ..SQA readily admits that the success of its JIT program lies in the flow of information from customers through to suppliers. To tightly link its supply chain, the company has made significant investments in technology, including SynQuest Inc.'s Synchronized Manufacturing software, which coordinates all SQA's materials and production resources.

A floor with flow ..SQA has also reworked

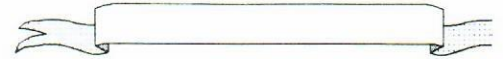
operations inside its plant, rearranging capital equipment on the floor, redesigning the vehicles that carry production parts to cut damage and improve efficiency, and tapping assembly workers to help design better work flow processes.

Schreur says having Menlo sort parts by job before they arrive at the plant, has helped manufacturing. Within a year, SQA expects to cut production cycles from 10 hours to two hours. The firm also expects the JIT processes to eventually double production capacity at its plant.

Results like these demonstrate that it is possible to employ JIT techniques even in an environment riddled with wild fluctuations in customer demand and scores of production variations.

SQA's JIT goals:

- Cut production cycle from 10 hours to 2.
- Reduce average leadtimes from 7 days to fewer than 5.
- Double production capacity
- Eliminate on-site inventories and cut overall part inventories from 15 days to between 2 and 10 days.



Quote of the Month

I don't know the key to success, but the key to failure is trying to please everybody

- Bill Cosby



New Sustaining Member

We'd like to welcome our newest sustaining member to the ASQ:

TQMS, Montreal Inc.

Sustaining Member Renewals

We'd like to welcome the renewal of several of our sustaining members of the ASQ:

**Bombardier Inc
Dept of National Defense
Hydro Quebec**

Change of Address ?

If at any time you need to update any personal information such as your address, phone number, etc. , simply call ASQ head office, Milwaukee at 1-800-248-1946. Customer service representatives are available Monday - Friday from 7:00 a.m. to 6:00 p.m. to answer any questions and will make any necessary personal information revisions immediately. If move and need to change your Section Affiliation, a customer service representative can take care of that too.

Please do not send requests for personal information changes to the Montreal Section as all these changes need to be processed through ASQ, Milwaukee.

New Publications from the ASQ Quality Press

Nimble Documentation: The Practical Guide for World-Class Organizations

by *Adrienne Escoe*, 1997, 247 pages, 7x10 hardcover

item H0961 Member Price \$42.50 List Price \$47.00

Innovative Control Charting: Practical SPC Solutions for Today's Manufacturing Environment

by *Stephen A. Wise and Douglas C. Fair*, 1997, 292 pages, 6x9 hardcover

item H0974 Member Price \$31.50 List Price \$35.00

Leading the Way to Competitive Excellence: The Harris Mountaintop Case Study

William A. Levinson, editor, 1997, approx. 300 pages, 6x9 hardcover

item H0954 Member Price \$31.50 List Price \$35.00



Calendar of Events for the Coming Year

17th September 1997 SR Telecom Site Visit Results Only 14 members were in attendance - it could and should have been better.	22nd October 1997 ISO 9001 in the Public Sector Committees and School Board at the Dorval Hilton Postponed until 1998	6th November 1997 Competing in the Age of the Networked Society A condensed version of the Quality Month at the Dorval Hilton	5th December 1997 Team Problem Solving Winter Olympics & Christmas Party at the Dorval Hilton
20th January 1998 Experiences and Implementation of ISO 9001 in Large, Medium, and Small Companies at the Dorval Hilton	February 1998 Annual Meeting	17th March 1998 Quality in the Food Industry HACCP Experiences of KRAFT CANADA	April 1998 Purchasing Management Association
May 1998 Qualimetre	June 1998 Site Visit	July 1998 No Activities	August 1998 No Activities

If you have any suggestions for future activities or need more information concerning planned activities, please contact:

Bernard Doiron
Tel: (514) 653-4879

Registration Form for the Following Activities

For your convenience you can fax this form to:

Bernard Doiron
Fax: (514) 286-2686
Phone: (514) 653-4879

22nd October 1997
School Board

ISO 9001 in the

Public Sector

Municipalities &

Postponed until 1998

This event will start at

17:30 at the Dorval Hilton. The price is \$25.00 for mem-

6th November 1997

Competing in the Age of the Networked Society

(IBM President and CEO)

This event will start at 15:30 at the Dorval Hilton. The price is \$25.00 for members and \$30.00 for non-members

5th December 1997

Team Problem Solving "Winter" Olympics

This event will start at 13:00 at the Dorval Hilton. The price is \$50.00 for members and \$60.00 for non-members

20th January 1998

Implementation of ISO 9000 in Large, Medium and Small Companies

January will bring us the good and bad experiences in implementing ISO 9000. This will be done through the eyes of three different companies:

- 1 Company with less than 50 employees - M. Keith Forcier of RDC Control will be relating their experiences.
- 2 Company with more than 50 and less than 125 employees. (ANY VOLUNTEER)
- 3 Company with more than 200 employees - M. Terry McKeogh of Canadian Marconi will be relating their experiences.

Name: _____

Company: _____

Member #: _____

Event: ~~22nd October~~
6th November
5th December
20th January

Postponed



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 1997-1998

Chairperson:
Robert FAIRBAIRN

Vice-Chairperson:
J-P AMIEL

Secretary:
Keith FORCIER

Treasurer:
Gerry YEDYNAK

Newsletter:
Gillian GLOVER

Education:
David TOZER

**Recertification
& Examination:**
Norman DICKINSON

**Programs &
Arrangements:**
Bernard DOIRON

Membership/On-line:
Denis MARTIN

SMP Coordinator:
Inteaz ALLI

Koality Kid:
Raymond DYER

Awards:
Jean-Pierre AMIEL

Directors:
Nutan KALIA
Sam WEISSFELNER



On the Shelf

The newsletter is looking to expand it's content.

We are willing to publish references and executive summaries of quality related articles that the readership may have found worth browsing and might share with the rest of the membership.

These articles should typically come from any trade magazine, i.e. those that can be found through company, local university or public libraries and/or through free subscriptions. We are looking to expand information available from sources other than the standard quality magazines and journals.

Remember, this is your Newsletter and your participation is required to make it as interesting and informative as possible.

Please fax or e-mail your submissions to
G. Yedynak
FAX: 514 425-3033
gyedynak@spar.ca

Newsletter Advertising Rates July 1997 - June 1998

Ad Size (8.5x11" page)	ASQ Member	Non-Member
1/6 page	\$55.00	\$75.00
1/4 page	\$75.00	\$100.00
1/2 page	\$135.00	\$165.00
3/4 page	\$175.00	\$210.00
1 page	\$200.00	\$240.00
2 pages	\$330.00	\$380.00
+2 pages	\$call	\$call

Above rates apply for placing advertisement in 1 Newsletter only.

Discounted rates are available for running the same advertisement in multiple issues. Call the Treasurer for other special rates.

Companies that have an ASQ membership may advertise employment opportunities in quality related fields without charge.