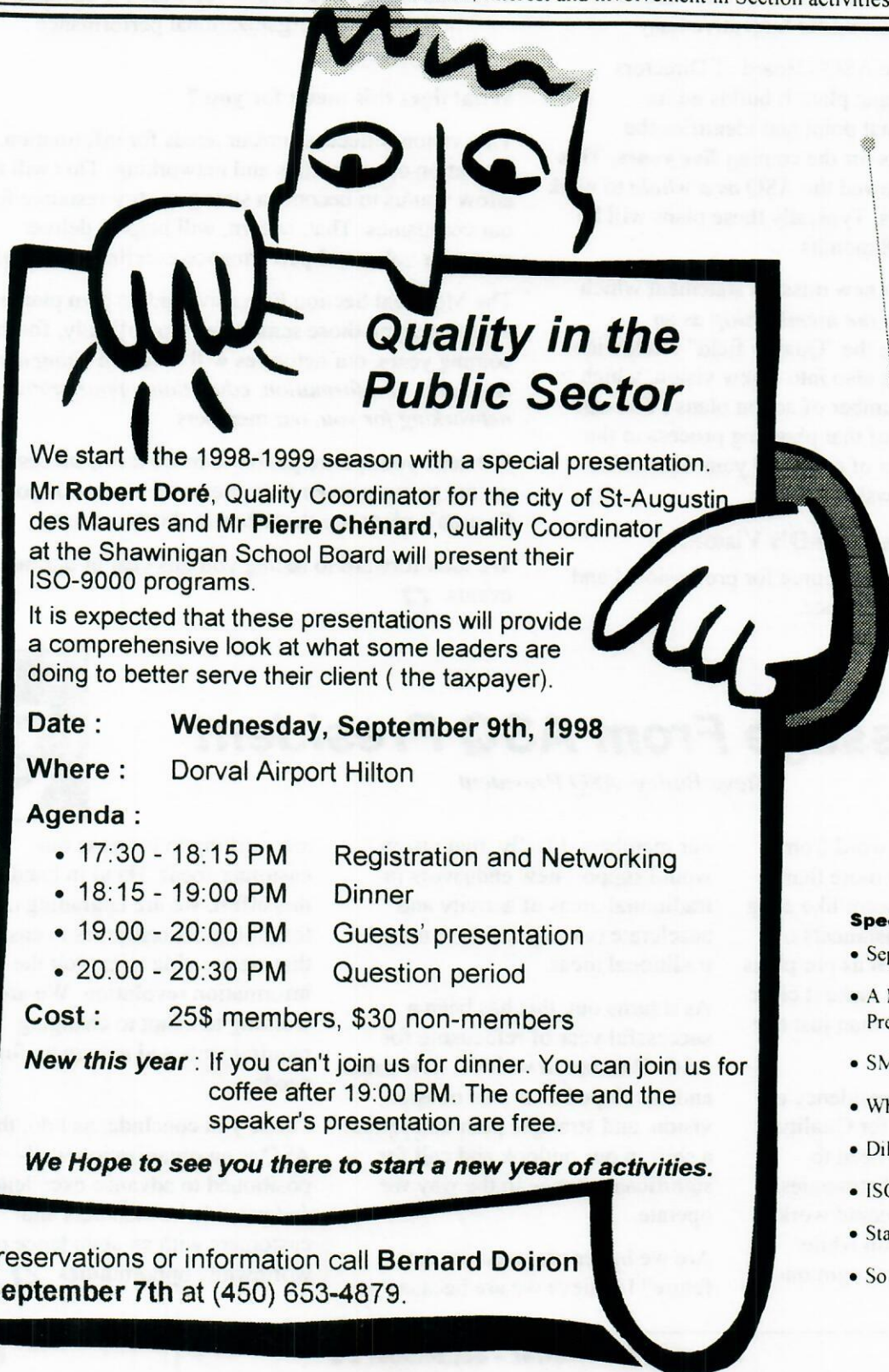


The objective of the Newsletter is to increase awareness, interest and involvement in Section activities and quality-related subjects.



**Inside this issue:**

Editor's corner	2
Coming activities	4
News a net	5
Quality Notes	6
Members' Corner	9
Section Management Program	10
Koality Kid	12
Executive meetings	13
ASQ Certification	15

**Special points of interest:**

- September event
- A Message from ASQ's President
- SMP for 1998-99
- Who are we ?
- Dilbert meets Honda
- ISO Quality Standards
- State of the Society Report
- So you want to be a Fellow ?

For reservations or information call **Bernard Doiron** by **September 7th** at (450) 653-4879.



## The editor's corner

By Jean-Pierre AMIEL,  
Newsletter Editor (jpamiel@asqnet.org)

### ASQ's Strategic Plan : 1998 and Beyond

**W**elcome back !! Summer vacations are a much needed rest from the many activities which have kept your favourite Executive busy.

In November 1997, the ASQ's Board of Directors unveiled its new strategic plan. It builds on its successful history at that point and identifies the strategic areas of focus for the coming **five years**. This planning approach allowed the ASQ *as a whole* to work towards common goals. Typically these plans will be updated every 36 to 48 months.

ASQ's plan included a new mission statement which recognized *supporting the membership* as an opportunity to advance the "Quality field" worldwide. This mission translates also into a new vision, which in turn is realised by a number of action plans (You can read about the details of that planning process in the May/June 1998 edition of *OnQ* and your Section's efforts in the June Newsletter).

#### The four key points of ASQ's Vision.

1. Our members' best resource for professional and organizational excellence,

2. A worldwide provider of information and learning opportunities related to quality,
3. The leader in operational excellence and delivering customer value,
4. The recognized leader worldwide for advancing individual and organizational performance excellence.

#### What does this mean for you ?

This vision reflects your/our needs for information, education opportunities and networking. This will then allow you/us to become a strong quality resource for our companies. That, in turn, will help us deliver customer value and performance excellence throughout.

The Montreal Section Executive did its own planning exercise along those same lines. Specifically, for the coming years, our activities will focus on *being a better resource of information, education, opportunities and networking for you*, our members.

We need your participation to make this a success and we are going to **earn** it. Some of the details of your Section's plans are described in this Newsletter.

We look forward to seeing you this year at our many events.

## A Message From ASQ President

Steve Bailey, ASQ President



**D**ropping a single word from one's name after more than a half century may not seem like a big deal. But the accomplishments of the recent past – as well as our plans for the future – should make it clear that more has changed than just our name.

When I assumed the presidency of the American Society for Quality, I felt strongly about the need to revisit our mission and strategies. My hope was that we could work toward a common vision while embracing the divergent opinions of

our members. Ideally, that vision would support new endeavors in traditional areas of activity and accelerate our expansion in non-traditional areas.

As it turns out, this has been a successful year of refocusing for ASQ. We started with the new name and developed a revised mission, vision, and strategic plan that reflect a shift in our outlook and call for significant change in the way we operate.

Are we better prepared for the future? I believe we are because we

are working to increase our customer focus. Hand in hand with this effort, we are upgrading our technological resources to ensure that we are able to exploit the information revolution. We are working to adapt to changing requirements and anticipate future needs.

I hope you conclude, as I do, that ASQ is an organization well-positioned to advance excellence and provide its members and customers with an abundance of worthwhile opportunities.



# ASQ's State of the Society Report – 1998

ASQ HQ – The American Society for Quality began the year with a new name – having dropped the word “Control” – and a new outlook. That ambitious outlook is reflected in a new mission:

*« The American Society for Quality advances individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange. »*

The mission's two themes of **advancing excellence** and **providing opportunity**, reflect the high aspirations and customer focus of it's members' dedication to quality.

### ASQ's new themes for the years to come :

- **Advancing Excellence;**
- **Providing Opportunity .**

ASQ's recent accomplishments include attracting upward of 133,000 individual and 1,100 organizational members, providing consistently good service, attaining high levels of customer satisfaction, and generating \$39 million in revenue.

But ASQ is convinced it can do even better through our business planning and practices. One outcome is the new mission. A further distillation of what ASQ is all about is captured in the organization's five key business processes — The fundamental things ASQ believes it must do to be successful :

- Understand and anticipate customer needs and requirements.
- Acquire and/or develop products and services.
- Deliver products and services with excellence.
- Support the community and sustain the environment for quality.

- Provide business leadership and support.

ASQ's approach to quality management and the five key business processes have been the focus of concerted attention during the past year.

### Success according to plan

*“Quality professionals increasingly need to understand customer requirements. Consequently, not only do they need traditional quality skills and new management skills, they need marketing and customer-focus knowledge as well.”* That's a key finding of ASQ's market research department on customer requirements.

### Improving the quality of data

For the last several years, ASQ has faced a conundrum: It has amassed ever-increasing quantities of valuable data but lacked the technological framework to convert them into the kind of detailed and meaningful information on which sound decisions can and should be based. Now, ASQ has established an up-to-date capability to capture, store, retrieve, and manipulate data.

### A new means of access

ASQ's Web site has opened a new means of access for customers. The site, which has garnered some awards and favorable mentions in the media, attracts close to 2,000 users per day.

### The end of a long run , but, not the end

The 1997 Forum ended a fine, long run with three audiences: in person, via satellite, and via the Internet. It was the 13th annual and last event. The Forum audience peaked at 200,000, ASQ's membership increased by 120%, and media coverage of quality-related issues

grew dramatically. But, participation had declined recently, indicating this is no longer the best platform for promoting quality. ASQ can better serve its customers by creating new events more suited to their needs.

### Providing opportunity at an early age

Quality is big. So big it can be overwhelming for kids. **Koalaty Kid** introduces quality principles and techniques to children by teaching them to school administrators, officials, and teachers. Already, more than 70 schools have undergone training.

### Looking ahead


What does the future hold for society, the quality profession, and individual quality practitioners ? What are the implications for ASQ? Surely in the future no less than in the present, individual and organizational performance excellence increasingly will be requirements for success, and individuals will seek and thrive in an environment of opportunity.

ASQ helps provide such an environment, not just through its recent endeavors, but also through longstanding programs, products, and services. Satisfaction levels during the last two years have often been high, with product satisfaction running at 96-97% (largely Quality Press items), fulfillment 92-94%, public training 80-93%, in-house training 73-100%, conferences 75%, and certification 86%. But there remains room for improvement.

Whatever the future holds, ASQ intends to be a valued force, advancing excellence and providing opportunity. *How will we move forward ? ? ?* Guided by a new strategic plan, *of course.*

# Coming Events

By Bernard DOIRON, Programs Chair

Here is the list of planned upcoming events for the Section. **Bernard DOIRON** at (514) 653-4879 will be glad to answer questions and take your recommendations. Watch the Newsletter for more details in the coming months. 


Date	Type of event	Activity Title	Activity Description
9 September	Training	Quality in Municipalities and School Boards	Robert Doré, Quality Coordinator St-Augustin des Maures and Pierre Chénard, Quality Coordinator Shawinigan School Board will present their ISO-9000 programs.
28 October	Sharing	Round Table Experiences in Various Quality Fields	No special guest. Members are invited to talk about their own experience in different positions and fields of quality, their successes and failures in an open forum.
11 November	Training	Qualimetre	Mr. Jean-Guy Legendre of the Mouvement Québécois de la Qualité will present the Qualimetre program.
13 January	Training	Sampling Plans	
10 February	Assembly	General Assembly	The Section's annual report and election of new Executive
10 March	Training	Modern Quality Tools	David Tozer will once again surprise us with some on-hand exercises.
14 April	Sharing	Training Experiences	
12 May	Sharing	Old Members and New Members Night	An opportunity to exchange views with members. As this event was a success last year, the executive wants to make this a yearly event.
JUNE, JULY, AUGUST			NO ACTIVITIES PLANNED



## A Little Story

This is a story about four people named **Everybody**, **Somebody**, **Anybody**, and **Nobody**. There was an important job to be done and Everybody was sure that Somebody would do it. Anybody could have done it, but Nobody did

it. Somebody got angry about that, because it was Everybody's job. Everybody thought Anybody could do it, but Nobody realized that Everybody wouldn't do it. It ended up that Everybody blamed Somebody when Nobody did what Anybody could have done (???)

**ISO 9001** Paragraph 4.1.2.1 requires that "...the responsibility, authority, and the interrelation of all personnel...shall be defined and documented..." to prevent this from ever happening again. Anybody want to comment to [amiel@asqnet.org](mailto:amiel@asqnet.org) ? 



Thanks to our sustaining members :	
Bauer Inc.	Hydro-Québec
Bombardier Aerospace	LaSalle College-Industries
Concordia University EDP	Oerlikon Aerospace Inc
CWC Inc: Quality Communication	Royal Bank Financial Group
Dept of National Defense	TQMS Montreal Inc



The listing of websites in this column does not constitute an endorsement of products or services.

## Catching quality on the Net

Remember to keep a bookmark on [www.asq.org/display\\_web.cgi?401](http://www.asq.org/display_web.cgi?401). This is your section's key webpage. It can be used by members to link to our section's newsletter and to a "Member's Corner". Thanks to the initiative of a few of your section's executive members, you will now have more on-line information on the section and access to your executive.

In the meantime here are a few sites of interest :

- (1) The Canada Quality Month Event organizers Web Site at <http://www.dhutton.com/cqm/>. From this webpage, you can find out about Canadian events taking place for Quality Month.
- (2) Information on the 52nd New England Quality Conference may be found at [www.asqboston.org/neqc52/index.html](http://www.asqboston.org/neqc52/index.html). This conference will be taking place October 7-9, 1998 and will reportedly involve several industries. ☐

## A Virtually New Newsletter

As of last June, the Montreal Section Newsletter is also published on the world wide web. You may read it at [www.microtec.net/~amiel](http://www.microtec.net/~amiel).

We are looking forward to your comments, suggestions and any links that you may want to share with other members. ☐

## Registration — Who's ISO, Who's Not

Here is another database to search for registered companies. Aim your browser at the free site [www.qualitydigest.com](http://www.qualitydigest.com). ☐

## Link-up with the ASQ Standards Group

Should you need to look-up standards or related products then the ASQ Standards Group and QEDS website at [www.standardsgroup.asq.org/links/links.htm](http://www.standardsgroup.asq.org/links/links.htm), will take you to appropriate links for the following information.

- ANSI** American National Standards Institute
- ASME** American Society of Mechanical Engineers
- ASTM** American Society for Testing and Materials
- DODSSP** Department of Defense Single Stock Point for Specifications and Standards
- EIA** Electronic Industries Association
- IEC** International Electrotechnical Commission
- ISO** International Organization for Standardization
- NCITS** National Committee for Information Technology
- NIST** National Institute of Standards & Technology and directory of U.S. Private Sector Product Certification Programs
- RMS** Newsletter Defense Standardization Homepage
- SAE** Society of Automotive Engineers

You may also want to bookmark this page for quick reference.

If you have any questions on logging or about ASQNet, send an e-mail to [redyer@asqnet.org](mailto:redyer@asqnet.org). Enjoy !! ☐

### Newsletter advertising rates July 1998 – June 1999

Rates apply for placing an ad in one Newsletter issue only. Discounted rates are available for the same ad in multiple issues. Companies with an ASQ membership may advertise employment opportunities in quality related fields at no charge. Contact Gerry YEDYNAK, Treasurer at (514) 457-2150 or e-mail at [gyedynak@asqnet.org](mailto:gyedynak@asqnet.org).

Ad size (8 1/2 « x 11 » page)	ASQ Member	Non-Member
1/6 page	\$ 55	\$ 75
1/4 page	\$ 75	\$ 100
1/2 page	\$ 135	\$ 165
3/4 page	\$ 175	\$ 210
1 page	\$ 200	\$ 240
2 pages	\$ 330	\$ 380



## Region 4 – A New Section

It appears that the Canadian Region of ASQ will be getting a new Section when **Windsor, Ontario**, will join the ranks of Section status. Congratulations and all the best. **Q**

## Certification News

**Sam WEISSFELNER**, first to obtain ASQ's Certified Software Quality Engineer (CSQE) certification in Quebec, a past Chair and a director of the Montreal Section, once again participated in this year's CSQE exam preparation.

By the way, if you have an ASQ certification and are interested in helping to proctor exams please contact **Norman DICKINSON** at (514) 334-6102. If you want to participate in exam preparations call ASQ at 1-800-248-1946. **Q**

## ASQ's Quality Month

This year marks the first time in **13 years** that there will *not* be a Forum or Satellite broadcast by ASQ. This year the focus will be on sectors still in early stages of

their quality journey — education, healthcare, government and services. Expect to see feature articles in *Quality Progress*, brochures and a video tape featuring three US organizations who are getting results.

The Montreal Section is planning a panel discussion on « *Experiences in the Quality Field* » on October 28. Read the Newsletter for further information and details. **Q**

## Dilbert Drives Quality at Honda

In the coming months, 13,000 Honda associates will step off the production lines and take a computer-based quality improvement training course featuring the popular cartoon character **Dilbert**.



© United MediaCom 1993

"We wanted to make sure people really got the message," explains John Young of Honda's quality assurance department. "When you have a tradition of quality, it's easy to take it for granted. Dilbert makes it easy to remind

people why we work so hard at maintaining quality in our production."

Months before launching the **Honda Quality Keys** program, the company launched an awareness campaign featuring posters, video spots and life-size replicas of Dilbert characters. They chose Dilbert for a special reason, says Young. "Dilbert has kind of an edge to him, and he gets people's attention," he observes.

All Honda associates at the company's Ohio manufacturing plants--which produce Accords, Civics, Acuras and Gold Wing motorcycles--will participate in the 45-minute, self-paced course, presented on an interactive CD at computer training stations. In addition to Dilbert and his comic strip colleagues, the program features company associates sharing their quality perspectives.

For more information about this program, contact **Karen DiMattia** at telephone (800) 208-3535. **Q**

## "Hacia una calidad sin fronteras"

Towards unbounded quality. That's the theme for the **First North American Congress** to be held at the *Palais des congrès* in Montreal during the week of September 28, 1998.

This conference will attract thousands of quality practitioners from all three North-American countries (Canada, the US and Mexico). The five day program includes industrial and institutional visits, an exhibition, the keynote speaker addresses, other presentations, workshops and conferences.

The event is organized by the Mouvement Québécois de la qualité (MQQ), the Cámara de Comercio México-

Canada (Mexico-Canada Chamber of Commerce), the Ministère de l'Industrie, du Commerce, de la Science et de la Technologie (Québec) and various other sponsors.

## Quebec's Quality Month

The kickoff for Québec's quality month will be held on Friday October 2 at the *Palais des congrès* in Montreal. This event is **FREE**. It includes the Salon de la qualité, where hundreds of quality practitioners show-off their success stories and a number of recognition awards are presented.

For more information on both of these major local events, call the MQQ at (514) 270-4030, e-mail at [cdd@mblink.net](mailto:cdd@mblink.net) or [www.qualite.qc.ca](http://www.qualite.qc.ca). **Q**

# ISO Registration a Saga or a Windfall

Part 1 – What is ISO and what do I wear for it? by JP Amiel, Montreal Section Chairman

This is the first of a series of articles on *ISO Quality Assurance Models*. Last month, via a survey questionnaire, we requested your feelings on the subject *vz* quality improvement programs.

It presents typical questions and answers on what ISO is and what it does. The answers were collated from various information available from the *National Quality*

*Institut, the Standards Council of Canada, Fast Response Corporate Consultants, and ISO Easy*. **Note:** *This is not a sponsorship of the companies nor their products.*

If you haven't already done so, please fill-out the questionnaire and return it promptly. It will give us all a chance to evaluate the local *quality environment*.

## Q Who or what is ISO?

ISO, from the Greek word *ISOS*, meaning equal, was adopted as the acronym for the *International Organization for Standardization*, a grouping of representatives from standardisation organisations of more than 90 countries. Its headquarters is in Geneva, Switzerland.

## Q What is ISO-9000?

Developed by ISO, the ISO 9000 series is a collection of standards (more than 20) that constitutes a global consensus on quality. While many quality system standards have been established over the years, only one is recognized virtually around the world, and in every industry -- the ISO 9000 series. Within the series are standards providing guidance in the implementation and auditing of quality systems, as well as *three quality system models* appropriate to different types of organizations. Currently 90 countries have adopted ISO 9000 as national standards.

When you purchase a product or service from a company that is registered to the appropriate ISO 9000 standard, you have important assurances that the quality of what you receive will be as you expect.

In Canada, the ISO 9000 series has been adopted, with modifications, by the *Canadian Standards Association* (CSA) as the Q 9000 series. The standards contained in

the Q 9000 series have been approved as national standards of Canada by the *Standards Council of Canada*.

## Q And ISO-9001 or ISO-9002?

These are the two main standards (documents) that describe the *minimum* elements required to develop a quality assurance program to ensure delivery of *consistent* products or services.

The most comprehensive of the standards is ISO 9001. It applies to industries involved in the design and development, manufacturing, installation and servicing of



ISO is the acronym for the **International Organization for Standardization**.

products or services. The standards apply uniformly to companies in any industry and of any size and their only difference is that ISO-9002 has no requirements for *Design conformance* (para. 4.4).

## Q Why are they so important?

Although many companies require their suppliers to become registered to ISO programs, registered companies find that their market opportunities have increased. ISO 9000 registration is rapidly becoming a must for any company that does business in Europe and there is a growing trend toward universal acceptance of ISO 9000 as an international standard.

In addition, a company's compliance with ISO 9000 ensures that it has a sound quality assurance system, and that's good business. These companies have had dramatic reductions in customer complaints, significant reductions in operating costs and increased demand for their products and services.

## Q What other ISO-9000 documents exist?

ISO-9004 refers to a series of documents that provide *guidelines* on Quality Management and Quality System elements -- Part 1 is the general Guidelines. Parts 2 to 7 address more specifically Services, Processed materials, Quality improvement, Quality plans and Configuration Management.

ISO-10011 provides guidelines for the Quality Auditing functions while ISO-10013 is a guideline for developing the documents which describe a quality program (the quality manuals).

## Q To what type of products do these standards apply?

There are basically four generic product categories as follows:

- **Hardware:** Products consisting of pieces, parts or assemblies thereof.
- **Software:** Computer software, concepts, transactions or procedures.

(Continued on page 14)

## SURVEY QUESTIONNAIRE

### ISO-9000 Implementation and Its Effects on Your Organization

What has implementing an "ISO" program done for **your organization or for you** ? We are interested in your opinion on the subject. Aren't you ? We will publish the results in an upcoming Newsletter.

Please circle your evaluation

1. Where is your organization on its total quality journey?  
 (0=not started 10=world class) 0 1 2 3 4 5 6 7 8 9 10
2. Where is your organization in ISO-9000 implementation?  
 (0=not started 1-9 extent of implementation activity 10=completed) 0 1 2 3 4 5 6 7 8 9 10
3. Will/has your organization register(ed) to ISO-9000?  
 (0=no plans 1-9 extent of registration activity 10=registered) 0 1 2 3 4 5 6 7 8 9 10
4. Are you considering other "quality improvement" systems ?  
 (0=no plans 10=yes) 0 1 2 3 4 5 6 7 8 9 10
  4. a) What other system are you considering ? .....
5. Has your ISO-9000 activity improved internal operations?  
 (0=no data 1=no perceived improvement 10=great improvement) 0 1 2 3 4 5 6 7 8 9 10
6. Has your ISO-9000 activity **improved** your customer relations?  
 (0=no data 1=no perceived improvement 10=great improvement) 0 1 2 3 4 5 6 7 8 9 10
7. Has your ISO-9000 activity **damaged** your customer relations?  
 (0=no data 1=no perceived damage 10=great damage) 0 1 2 3 4 5 6 7 8 9 10
8. Has your ISO-9000 registration or implementation improved your market position?  
 (0=no data 1=no perceived improvement 10=great improvement) 0 1 2 3 4 5 6 7 8 9 10
9. Has your ISO-9000 activity justified its costs?  
 (0=no data 1=not close 10=repaid many times) 0 1 2 3 4 5 6 7 8 9 10
10. Has ISO-9000 had a positive or negative impact on your continuous improvement activity?  
 (0=no data 1=very negative 10=extremely positive) 0 1 2 3 4 5 6 7 8 9 10
11. Your Organization :
 

a) Manufacturing	b) Service	c) Health
d) Education	e) Consulting	f) Other : _____
12. Number of Employees :
 

a) less than 10	b) 10 to 100	c) 101 to 500
d) 501 to 1000	e) more than 1000	
13. What do you call yourself?
 

a) Manager	b) Facilitator	c) Champion
d) Leader	e) Coach	f) Mentor
g) Other : _____		

The survey questions were adapted from a survey questionnaire in *The Total Quality Review* (Nov. / Dec. 1995).

**Please return the survey questionnaire to JP AMIEL FAX : 280-6004.**  
**Thank-you for your participation.**



# Members' Corner

by Inteaz ALLI, Membership Chair

## New Certifications

Congratulations to the following members who have successfully completed their ASQ certification.

### Certified Mechanical Inspector (CMI)

Gary ANDERSON      Nicanor U. BACOLOD  
Frank FILLETI      Pierre A. LIMOUSIN

### Certified Software Quality Engineer (CSQE)

Marc W. O'BRIEN

## Welcome to our new members !!

Kirk S. Albert	Salvatore Lipari	Jiten Thakor
Geoffrey Alleyne	Bennie Lue	Salvatore Tucci
Rosanna Aurello	George Papagiannis	B. Van der Ham
Richard Basque	Isabelle Pilon	Gordon Wahay
Jacques Belanger	Peter Pinfold	Serge Zagury
Brian A. Berry	Michel Sauve	
Lorraine Choiniere	Savina Semerdjieva	
Sylvie Doyon	Hughes Simard	
Dave Houston	Kathleen Stevens	



## So, You Want to be a Fellow ?

Fellow advancement is not obtained by application, and only a Senior member may be nominated for advancement by sponsors.

« A Fellow shall have an established record of contribution to quality or the allied arts and sciences and shall meet the requirements as defined in the Society's policies and procedures. » The requirements include 15 years of active experience in the profession, at least five years as a Senior member of ASQ and distinction in one or more of the following ways :

- Planning or operation of quality-related control or engineering work ;
- Teaching of a major course in quality or the allied arts and sciences ;
- Developing original theories, principles, or techniques of quality-related control or engineering work ;
- Expounding theories, principles or techniques of quality-related control or engineering work ;

by JP Amiel, Montreal Section Chairman

- Directing work of significant scope in in the application of quality or the allied arts and sciences.

On a proposal by Youssef A. YOUSSEF, the Montreal section Executive has nominated **Joseph KELADA** for advancement to Fellowship and the appropriate documents were recently submitted to ASQ Headquarters.

Mr KELADA is a professor at the Université de Montréal's Hautes études commerciales (HEC) and a recognized Total quality specialist. He was the founder and, for over ten years, editor and contributor to *Qualité Totale* (the first french language publication on quality in Quebec). He has authored a number of books describing his total quality vision of QVALITE in industry, including ASQ's Quality press, and has published many articles in various quality publications.

Mr Kelada was the Section's first **Quality Award** recipient. We are proud to be his sponsors. Q

## Who Are We ? – ASQ's Valued Customers In Numbers

Membership by Type .....	ASQ	Montreal
Honorary .....	7	0
Fellows .....	554	3
Senior members .....	5,108	11
Regular members .....	124,199	431
Student members .....	4,838	17
<b>Sustaining members ..</b>	<b>1,147</b>	<b>9</b>
<b>Total members .....</b>	<b>134,706</b>	<b>471</b>

Membership by Age :	
Under 25 .....	4.6%
25-35 .....	27.3%
36-45 .....	32.4%
46-55 .....	26.4%
56-65 .....	7.8%
Over 65 .....	1.5%

Membership by Industry :	
Manufacturing .....	61.8%
Service .....	11.5%
Education .....	6.5%
Government .....	5.3%
Health Care .....	3.5%
Other .....	11.4%

Membership by Gender :.....	ASQ	Montreal
Male .....	74.1%	83.4%
Female.....	25.9%	16.6%

Source: ASQ State of the Society Report 1998 (March 98)  
Information for Montreal Section dated July 98



# The Section Management Program

by Robert FAIRBAIRN, SMP Chair

Robf@aei.ca

Here is a brief summary of the subjects and the major objectives which form the basis of the Section's orientation as discussed during the preparation of the Section Management Plan for the coming years. If you are willing to help make these projects a success, contact **Robert FAIRBAIRN** at (514) 631-7710. △

**a) The purpose of the SMP :**

- It gives direction, purpose and objectives to our activities. It is the end result of our planning, identifies the things that are important and is based on our own needs.
- It's an organizational tool that permits identification of "real" issues and long-term objectives.
- It ensures that the major objectives of ASQ are

addressed by the Section and permits us to respond to changes.

**b) Making the SMP a "living" document :**

- Identify realistic priorities.
- Address the status of action items at every meeting.
- Participate, comment and document our actions.
- Publicize and review the plan and the results to the Executive and the membership. △

## SMP Objectives and Action Plans

by JP AMIEL, Chairman

### **OBJECTIVE 1 - Get our membership more involved with the events and the operation of the Section**

**1.0 Recruit members to the executive Committee :**

Prepare and publish articles on roles and responsibilities of Executive and meeting summaries. Organize member/Executive event. Inform members of SMP developments.

**2.0 Increase new member participation in Section activities :** Prepare/send welcome kit to new members. Publish their names. Promote Sustaining members.

**3.0 Conduct a need assessment and satisfaction survey :** Prepare and publish questionnaire. Compile, report and prepare appropriate action plans. Publish survey results and action plans.

**4.0 Ensure continuity of the Section :** Participate in ASQ Leadership workshop. Propose relief team. Coach/mentor new team. Prepare local leadership workshop

————— △ —————

### **OBJECTIVE 2 -- Increase the presence of the Section in the community**

**1.0 Develop network of related organisations :** Prepare summary of objectives of ASQ and Section. Distribute to local organizations. Promote ASQ Divisions. Develop presence of other groups/sustaining members at Executive.

**2.0 Prepare/maintain Website of activities of Section :** Define objectives and content. Develop

and promote site. Report and follow-up on contacts/"hits".

**3.0 Promote Koalaty Kid, Section and quality awareness locally :** Increase presence/participation in Koalaty Kid events. Promote participation to local media. Submit proposal for expansion of program.

**4.0 Promote/enlarge scope of quality award locally :** Increase visibility of quality award to local media.

**5.0 Student branch :** Investigate local needs/school, identify logistics and prepare proposal.

————— △ —————

### **OBJECTIVE 3 -- Maintain regular Section activities**

**1.0 Improve on-line effectiveness of Executive :** Encourage executive to use e-mail for information transfer.

**2.0 Organize events for membership :** Organize events based on evaluation of member needs. Conduct satisfaction surveys.

**3.0 Offer courses for ASQ certification programs :** Plan or respond to requests for refresher or training courses for ASQ certification programs. Conduct surveys for each event.

**4.0 Increase awareness and interest in Section activities :** Publish Newsletters with content to increase awareness and interest in Section activities. Conduct satisfaction survey.

**5.0 Promote and increase awareness of ASQ certification programs and grades :** Publish articles on ASQ certification and grades. △

# Join the Ranks of over 19,000 Companies Worldwide

## UPCOMING TRAINING COURSES



### ISO 9000

#### ISO 9000 Lead Auditor \$1595

July 6th - 10th (French - Montreal)  
August 24 - 28 (French - Montreal)  
September 21 - 25 (English - Montreal)  
October 19 - 23 (French - Montreal)

#### ISO 9000 Internal Auditor \$795

June 11th - 12th (French - Montreal)  
June 25th - 26th (English - Ottawa)  
August 10th - 11th (French - Montreal)  
September 10th - 11th (English - Ottawa)  
September 14th - 15th (English - Montreal)  
October 13th - 14th (French - Montreal)

#### Quality Systems Documentation \$295

September 2nd (Mississauga)

#### ISO 9000 for the Service Sector \$795

October 13th - 14th (Mississauga)

#### ISO 9000 Awareness \$295

September 3rd (Mississauga)

### ISO 14001

#### ISO 14001 Lead Auditor \$1795

June 22nd - 26th (Calgary)  
July 20th - 24th (Montreal)  
September 28th - 2nd October (Ottawa)

#### ISO 14001 Internal Auditor \$795

June 17th - 18th (French - Montreal)  
Sept. 17th - 18th (French - Montreal)  
October 5 - 6 (English - Montreal)  
October 15 - 16 (French - Montreal)  
November 17 - 17 (French - Montreal)

#### ISO 9000 / 14001 Integration \$795

September 10th - 11th (Mississauga)

#### ISO 14001 Advanced Auditors Workshop \$1195

August 22th - 13th (Toronto)

#### ISO 14001 Environmental Aspects Workshop \$295

July 14th (Mississauga)  
Septembre 4th (Mississauga)

### ISO 13485/EN 46000

#### Technical Documentation & Quality Systems to EN 46000 \$ 1,485

September 21st - 23rd (Mississauga)

#### HACCP \$895

September 1 - 4 (English - Montreal)

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## The Koalaty Kid Experience at Allion Elementary School - Part 1

by Raymond E. DYER, Koalaty Kid Chair and Frank DOTTIN, Principal, Allion Elementary School

The Koalaty Kid (KK) program has now been part of *Allion Elementary School's* life for nine years. The program (modeled after a project in *Carder Elementary School* in New York State) involves motivating students to read books and thus raise their overall literacy level - a prerequisite to achieving higher levels of development and performance as adults.

The objectives of the program are to foster good work habits and positive attitudes on the part of the students, staff, and volunteers; to encourage enthusiasm, pride, and a sense of self-worth; and to instill respect for themselves as individuals, and for others with whom they work or play.

The KK program was launched at Allion in 1989. It was originally sponsored by **Northern Telecom** (with Dr. Emilio A. FALQUERO as liaison) and lead by Catherine PROKOSH (then Principal for Allion School). The following year, the ASQ's Montreal Section became involved, assisting the school with both expertise and financial support.

Dr. Joan KHAN assumed KK program liaison for the Section.

The program has also required the involvement of teachers, volunteer parents, sponsors, and of course the students.

Throughout the years the players have changed but the Koalaty Kid program has remained and grown. It is now a core value of Allion Elementary School's culture.

The program, is now led by Frank DOTTIN (Principal) and Annie SCHAFFHAUSER (Teacher and Koalaty Kid Coordinator). Here are the 1997-98 supporters.

- ◆ **Nortel Inc.** contributed \$4000 towards the incentives for the Koalaty Kid program.
- ◆ **The Sault-Saint-Louis School Commission** typically contributed \$1000 per year towards expanded teacher training and parent involvement to improve current educational process methods.
- ◆ 25 volunteer parents helped in the library and other school

activities for the Book Club.

- ◆ **ASQ Montreal Section 0401** contributed \$1000 for the 1996-97 school year and another \$1000 for the 1997-98 school year.
- ◆ **Positron Industries** contributed \$500 for new library books.
- ◆ **Association for Quality Participation (AQP)** contributed \$500 for resource materials such as the manuals for the teacher training in TQM tools.
- ◆ **PCI Chemicals Canada Inc.** (formerly ICI Forest Products) contributed \$200 and their Quality Manager's time for materials preparation and two courses on "Introduction to Quality Tools" and one "Application of Quality Tools" workshop for Allion teachers.

In the next issue, we'll look at the emphasis of the program and the resources required to keep it alive. For more information, visit the ASQ web site at <http://koalatykid.asq.org>. ■

### Canada Quality Month



This year's Canadian theme is *Initiate, Innovate, Improve.*

We welcome **AT&T Canada Long Distance Services Company** as the Canadian sponsor this year. The President and Chief Executive Officer, **BILL CATUCCI**, has been named the 1998 Campaign Chair.

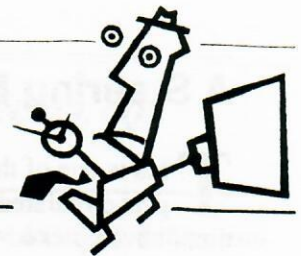
There is **no ASQ Quality Forum** or satellite broadcast this year. See the *Newsletter* for information on the Section's October event. Information on Canadian events is available at [www.dhutton.com/cqm](http://www.dhutton.com/cqm). Q

Deadlines for the upcoming Newsletters. Call **JP AMIEL** (514) 280-5412 or [jpamiel@asqnet.org](mailto:jpamiel@asqnet.org)

Issue	Deadline Date
October	October 9
November	November 6
December	December 11
January	January 8
February	February 3
March	March 3
April	April 9
May	May 5
June	June 18

# Executive Committee Meeting Summaries

by Keith FORCIER, Secretary  
KGFSERVICE@aol.com



## ◆ May 20, 1998

This was the third in a series of planning sessions for the 1998-99 fiscal year. Many issues were discussed, and it was generally agreed that our main one should be to *welcome and retain new member participation*. A program plan will be presented for approval by the Executive and submitted to ASQ Headquarters.

- JP AMIEL, Vice-Chair, confirmed that K. Forcier, R. Fairbairn and JP Amiel would be attending the ASQ Leadership Workshop in Toronto on May 29.
- G. YEDYNAK, Treasurer, presented a summary of our financial situation (Assets \$28,169, Liabilities \$3,590).
- N. DICKINSON, Examination and Recertification chair, stated that 11 persons were attending the CQ Manager exam and four the CQE exam on June 6.
- R. DYER, Koalaty Kid Liaison, will attend the KK coordination meeting at Allion School on May 27. JP Amiel will represent the Section at the 'Pep' rally and award presentation at the school on June 16. Ray will also present a Quality Tool seminar to the last group of teachers on 29 June.

## ◆ June 18, 1998

This meeting was held pool-side at Rob's house. Unfortunately, the high humidity and dark clouds did not allow for reglementary dipping.

Keith, Rob and JP related their experiences at the Toronto conference. Overall a very worthwhile experience and a great opportunity to exchange with other ASQ Section leaders and Headquarters staff, including Steven Bailey, ASQ president. It allowed us more insight into various subjects — the new ASQ Vision and plan, Leadership roles, Koalaty Kid program, Ethics and legal issues, Website preparation and the « *dreaded* » SMP planning exercise, .

JP led discussions on refinements of the SMP and Action plans and requested comments from all. He will finalize the document with Rob for submission to Headquarters by July 1.

Rob's secret barbeque chicken sauce was great !!

The next Executive meeting is planned for 18 August, if you wish to attend, contact me at (514) 434-0216. ☺

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## Executive Committee meetings 1998-99

Date	Meeting Type
18 August	Executive
15 September	Executive
20 October	Executive
17 November	Executive
15 December	Executive
19 January	Executive
10 February	General Assembly
16 March	Executive Training
20 April	Planning / Training
18 May	Executive
15 June	Executive

If you wish to attend, contact **Keith FORCIER** at 434-0216

## A Steering Moment on Total Quality Improvement



This is one of those stories that gets circulated from time to time. I even picked-up a variation from a cousin in France. Could the aerospace company described below get ISO certified? What are your thoughts?

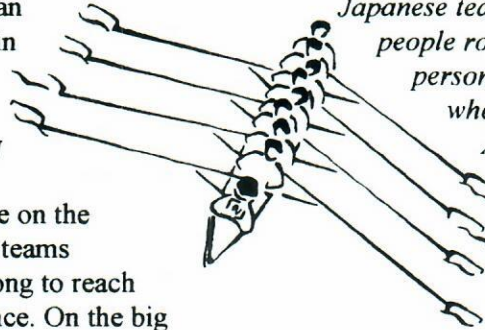
Once upon time..... an aerospace company in Maryland and a Japanese automobile company decided to have a competitive boat race on the Potomac river. Both teams practiced hard and long to reach their peak performance. On the big day they both felt as ready as they could be.

The Japanese won by a mile.

Afterwards, the American team became very discouraged by the loss and morale sagged. Corporate Management decided that the reason

for the crushing defeat had to be found. A "Continuous Measurable Improvement" team was set up to investigate the problem and to recommend appropriate corrective action. Their conclusion :

« The problem was that the Japanese team had eight people rowing and one person steering, whereby the American team had one person rowing and eight people steering. »



The American Company Steering Committee immediately hired a consulting firm to do a study on the management structure. After some time and millions of dollars, the consulting firm concluded that « Too many people were steering and not enough rowing ! »

To prevent losing to the Japanese again next year, the team's management structure was totally reorganized to four Steering Managers, three Area Steering Managers, one Staff Steering Manager and a new performance system for the person rowing the boat to give him more incentive to work harder. « We must give him empowerment and enrichment. That should accomplish our Total Quality Management goals ! ! »

The next year the Japanese won by two miles.

Humiliated, the aerospace company laid off the rower for poor performance, sold the paddles, canceled all capital investment for new equipment, halted development of a new boat, gave a "High Performance" award to the consulting firm, then distributed the money saved as bonuses to the senior executives. Q

### ISO-9000 (Continued from page 7)

- **Processed materials :** Liquids, gases, ingots, pellets, filaments, pipe lines or rolls.
- **Services :** Those relating to activities such as planning, selling, directing, delivering, improving, evaluating, training, or servicing for a tangible product.

Q What ISO level is best for a software developer?

You should probably orient yourself towards ISO-9001.

However, familiarize yourself with the document **ISO-9000-3** (Part 3) "Generic guidelines for the application of ISO-9001 to the development, supply and maintenance of software" to tailor ISO-9001 to the realities of a software business.

Two new guidelines have also been published to describe a Computer Modeling Management approach to

software development (**ISO-12207** and **ISO-15504**).

— « » —

In the next part, we take a look at the registration process.

In the meantime, if you have comments or experiences you wish to relate to others on this subject or any other, please contact me at (514) 280-5412 or [jpamiel@asqnet.org](mailto:jpamiel@asqnet.org).

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## CSQE Anyone ?

Ever hear of the **Certified Software Quality Engineer** ? It's the latest of the certification program offered by ASQ, a peer recognition program. It's purpose is to recognize that an individual has demonstrated a proficiency within and comprehension of the specified body of knowledge, in this case Software Quality.

### Minimum Expectations

- A fundamental understanding of quality philosophies, principles, methods, tools and professional ethics.
- An understanding of software quality management principles and demonstrate a comprehensive knowledge of developing and implementing

software quality programs.

- Understand and be able to implement software development and maintenance processes and methods, to quantify problems and risks associated with

**« ASQ's Certification program offers peer recognition and demonstrates proficiency within a specified body of knowledge »**

implementing software development processes, and to assess, support, and implement process and technology changes.

- Basic understanding of project management principles and techniques related to software projects.

- Know how to select, define, and apply software measurement, metrics, and analytical techniques and how to communicate results.
- Must have a thorough understanding of software inspection, testing, verification, and validation. Including software and software work product early defect detection and removal, testing and verification and validation methods and techniques.
- Basic understanding of software auditing and configuration management processes.

If you have questions on ASQ certifications contact **Norman DICKINSON** at (514) 334-6102 or [mbdickinson@sympatico.ca](mailto:mbdickinson@sympatico.ca).

## Why Become Certified?

In today's world, where quality competition is a fact of life and the need for a work force proficient in the principles and practices of quality control is a central concern of many companies, certification is a mark of excellence. It demonstrates that the certified individual has the knowledge to assure quality of products and services. ASQ Certification is an investment in your career and in the future of your employer.

See the summary below of the *Quality Progress* Salary Survey of November 1997 below.

Title	Without ASQ Certification	With ASQ Certification	Delta \$\$\$\$\$
Quality Manager	\$56,447	\$63,646	\$ 7,199
Quality Engineer	\$48,974	\$52,947	\$ 3,973
Quality Auditor	\$42,151	\$46,204	\$ 4,053
Mechanical Inspector	\$28,406	\$30,036	\$ 1,630
Quality Technician	\$29,503	\$30,778	\$ 1,275
Reliability Engineer	\$48,974	\$60,915	\$11,941
Software Quality Engineer	\$48,974	\$63,110	\$14,136

**« Certification is a mark of excellence »**



## ASQ Certification Refresher Courses

The Montreal Section offers various refresher courses. If you would like information about refresher courses in your area, contact **David TOZER**, Education chair at (514) 697-3831 or [tozerdd@sympatico.ca](mailto:tozerdd@sympatico.ca).

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The opinions expressed in the Newsletter are those of the authors and not necessarily those of ASQ. Articles may be reproduced if the source is stated.

**T**he American Society for Quality (ASQ) is a not for profit Society incorporated in 1946 as the American Society for Quality Control. In 1997, the Society changed its name to the American Society for Quality (ASQ) to better reflect its mission "...*(to) advance individual and organizational performance excellence worldwide by providing opportunities for learning, quality improvement, and knowledge exchange.* "

It is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of Quality concepts, principles, and techniques. With a network of over 133,000 members in 64 countries, it's initiatives focus on enhancing the quality profession and on quality's role in the marketplace. Leading people with a commitment to quality into action is ASQ's mandate, stemming from the belief that the best way to improve quality is by helping people improve themselves.

The **Montreal Section**, was accepted as the 43rd Section of the American Society for Quality in 1950 and was designated as **Section 0401**.

Its **mission** is " *To promote and enhance the quality profession by providing support to our Section membership, offering information, educational programs and events, and promoting the awareness of quality in the community.* Q

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**Keith Forcier, Jean-Pierre Amiel and Robert Fairbairn at the Toronto ASQ Leadership Workshop , May 1998 (Photo B. Fisk)**

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