



ASQ NEWSLETTER

January 1999 Volume 49, Issue 1

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

NOTICE OF ANNUAL GENERAL ASSEMBLY 1999

Although winter has not been that harsh so far, who knows what lies around the corner. So, in the same spirit as last year, we offer your palate some French home cooking which we know is sure to be welcomed in the middle of February.

You are invited to your Section's **Annual General Assembly**, and as the introduction states we have found something quite delightful for you again this year. We will hold our meeting at a special restaurant.

DATE: WEDNESDAY, FEBRUARY 10, 1999

TIME: 6:00 PM

PLACE: Le Paris-Beurre
1226 Van Horne, Outremont
(514) 271-7502

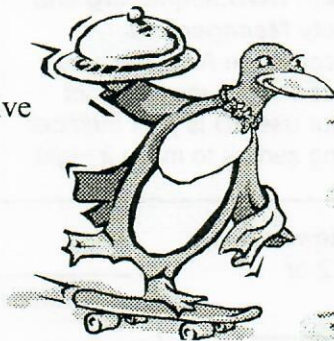
Between Champagneur and Bloomfield, a couple of blocks east of the Outremont Metro station.

(Look for a very small purple sign on the doorway)
There is parking next to the restaurant.

COST: FREE ADMISSION FOR MEMBERS

AGENDA:

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



PLEASE RESERVE IN ADVANCE !!

For reservations and information call :
Bernard DOIRON (450) 653-4875

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- ASQ Certification Exam Dates
- What Makes Your Section Run ?
- Total Quality, A Framework for New Management Practices



The editor's corner

By Jean-Pierre AMIEL,

Newsletter Editor, jpamiel@asqnet.org

Already renewal time


Once again it's time to nominate the new Executive Officers for the helm of ASQ 401. As per our by-laws and ASQ's, by March 15 we must elect a new Executive which comes into rights in June. The interim period gives the new team time to learn from the seniors and this ensures not only better continuity, but a smoother transition.

As you read this, you may have been, or soon will be, solicited for your opinions on the Section and its various activities. If we are to successfully move ahead, we need to know not only where we are going but also what it takes to get there, so again thanks for your help.

I am presently involved in the development of an audit program at my company, and as I read the literature on the subject, I am made to realize again how much the « quality » field has evolved. Although I have had the opportunity to witness many of those changes, I must still sit back to fully comprehend that evolution or revolution (for some).

Just imagine... In the last 30 years or so, the quality function has evolved from systems where a specialized inspector had *the authority*, to today's approach where quality sensitized employees are responsible for their products. There have been so many ways described to achieve these approaches, that it must confuse even the most learned. Fortunately, **Joseph KELADA** has volunteered some explanations of the various techniques in his article — **Total Quality, a Framework for New Management Practices** which you will find in these pages.

The QMR Program – OOPSED by fate !!

There you were, ready to apply for **QMI's Quality Management Representative certificate**, but thought it wasn't available in yet Montreal. *Foiled yah* — The advertisement was exchanged with the London Section. Check out the **real** Montreal advertisement inserted in this Newsletter. Of course the savvy ones had already called **1-888 723-7755**, knew that, and are already on January's courses. QMI has profusely apologized for the mix-up and hopes to see you real soon. 

News@net

By Raymond E. DYER, Internet liaison

redyer@asqnet.org

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



The ASQ Society Management Handbook is now available on-line. Start with www.asqnet.org and you will see the link for "**Society Management Handbook**". Remember, to access the ASQ Net, you will need your user ID and password. If you have not accessed ASQ Net before, your user ID is your member number, with enough preceding zeroes to make it eight

digits, and your password is your origin date in the format MM/YY.

For general ASQ information, visit ASQ's web sites at www.asq.org and www.asqnet.org. For Section 401 information, start with www.internauts.ca/~redyer/asq401.html and use the "Member's Corner", "Newsletter", and "Web Page" hyper-links. 

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

Issue	Deadline Date
February	February 3
March	March 3
April	April 9
May	May 5
June	June 18

Thanks to our sustaining members :

Bauer Inc.	CWC Inc: Quality Communication
Bombardier Aerospace	Hydro-Québec
CGI	Oerlikon Aerospace Inc
Concordia University EDP	Royal Bank Financial Group

Notice to all members of ASQ Section 0401

In accordance with the Section bylaws, the following members have been appointed to the **Nominating Committee** : Bernard DOIRON (Chair), Robert FAIRBAIRN, Inteaz ALLI, David TOZER and Norman DICKINSON. Also, as per Section 7.2.4 (2)) of the Bylaws, the Nominating Committee has proposed the following slate of officers for the **1999-2000 Executive**.

Section Chair : Raymond E. DYER
Vice Chair : Keith FORCIER
Secretary : Gerry YEDYNAK
Treasurer : Eric STERN

The following positions and committee chairs must also be filled :

- | | | | |
|-------------|--------------------|--------------|--------------|
| ♦ Examining | ♦ Recertification | ♦ Newsletter | Koalaty Kid |
| ♦ Education | ♦ SMP Coordinnator | ♦ Data Chair | ♦ Membership |
| ♦ Awards | ♦ Internet Liaison | ♦ Programs | ♦ Historian |

To nominate a different slate of officers, volunteer for a role on the various committees of the Section, or to obtain further information, please contact : **Bernard DOIRON at (450) 653-4879**.

Note : To apply for any of the positions above, you must be a member in good standing. The Examining and Recertification chairs must hold a valid ASQ Certification and will not be able to apply for ASQ Certifications for a period of two years. The Internet and Data chairs must already have *internet* access.

Keith FORCIER, Secretary



ASQ Certification News

By Norman DICKINSON, CQE

Recertification chair, n.dickinson@asqnet.org

Is your recertification due to be renewed? Don't wait until you get a letter from ASQ. Reminders have been known to get lost in the mail.

Look at the Certification Card in your wallet. If the year shown under "Recertify By" is **98**, then contact me immediately. Unfortunately, if you delay too long your certification **WILL EXPIRE** and if that happens you will be required to re-write exams to get it back.

Also, if you send the renewal information to ASQ in Milwaukee, you risk having it sent back to you. It must

be sent to me.

Finally, if you are intentionally not renewing, please contact me and tell me why.

You can call or e-mail me, **Norman DICKINSON**, at (514) 334-6102 or ndickinson@asqnet.org.

By the way, an error occurred in the marking of the Certified Quality Manager Exam. ASQ Headquarters has advised all those affected and apologizes for any inconveniences. Q

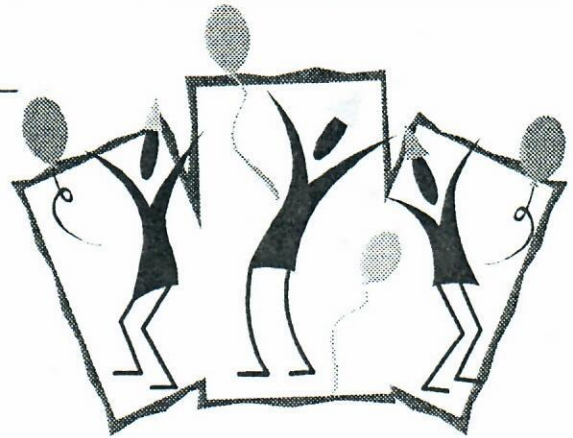
ASQ Certification Exam Dates

EXAM DATE	APPLICATION DEADLINE	CERTIFICATION
5 June 1999	9 April 1999	CQE, CQA, CSQE
16 October 1999	20 August 1999	CQT, CMI, CRE, Certified Quality Manager
4 December 1999	8 October 1999	CQE, CQA, CSQE

Members' Corner

Welcome to the following new members !!

- ◆ Marco Basciu
- ◆ Georgette Macdonald
- ◆ Alan James McIntosh
- ◆ Tony Messara
- ◆ Mark Reinish
- ◆ Chantale Simard
- ◆ Robert Thompstone
- ◆ Marc Vinh



Congratulations to :
Raymond M. GOUIN who obtained his
Certified Software Quality Engineer .

Coming Events

By Bernard DOIRON, Programs Chair

Here is the list of planned upcoming events for the Section. **Bernard DOIRON** at (450) 653-4879 or fax (450) 653-5585 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
10 February	Assembly	General Assembly	The Section's annual report and election of the 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 will make it a yearly event.

What makes YOUR Section Run ?

By Ray DYER, Vice-Chairman

As regular readers of the *Newsletter*, you may have noticed the list of "Officer" names and titles that appears on the last page in every issue. These individuals make up the **Executive Committee** of ASQ's Section 401.

Just to give you a flavor of the work involved, here is a brief description of the role of the executive positions currently in effect for the Section.

The Executive

There are four official "Officers" for the Executive Committee. The **Section Chair**, serves as executive officer of the ASQ Section, oversees the Section's planning activities and financial management, establishes the Nominating Committee and appoints its Chair, oversees the appointment of other committee chairs, and mentors the Vice Chair.

The **Vice Chair** supports the work of the Chair, performs duties of the Chair in his/her absence, appoints chairs for all standing committees, and provides orientation and consultation as needed. The **Secretary** maintains the written records of the Section's Executive Committee meetings, serves as official correspondent between the

See *Running the Section* on page 6

Total Quality, A Framework for New Management Practices

By Joseph N. Kelada, Full professor, HEC Business School of the University of Montreal

The world in general, and the business community in particular face drastic changes in many areas: political, economic, social, environmental, technological. For more than a decade, the so-called globalization of the world economy and the ensuing borderless competition presents top management with new previously unheard of challenges. Management gurus, consultants, or even mere experts have suggested new ways to ensure survival, competitiveness, and sustained profitability.

This proliferation of new management theories, concepts, practices, and techniques, and the revival of some old ones, put managers into the dilemma of deciding which one to

adopt, if any. What is lacking in the new management trends is a framework in which to integrate most of the new management practices; total quality offers such a framework.

The multi-faceted definition of *Total Quality (TQ)* causes some confusion. It has been defined as customer satisfaction, a customer-driven approach, a continuous improvement process, zero-defect, a participate management philosophy, a set of problem solving techniques, a mixture of statistical process control (SPC), Design of Experiments, and quality assurance, doing things right the first time, and more recently as the successful implementation and registration of a quality system based on one of the international ISO 9000 standards.

Total Quality

Total quality goes beyond "quality" which is limited to the product; it is a different concept. In order to define total quality in an objective fashion, we looked at what successful enterprises do. They have identified their goals as simultaneously satisfying the needs of their stakeholders; that is to say, their shareholders, customers and people. Explicitly or implicitly, this has always been the triple objective of any organization. I call this the **Total Quality Triad** as shown by **Figure 1**.

The stakeholders mutually satisfy each other. As the *FedEx Manager's Guide* puts it: "Take care of our **people**; they, in turn, will deliver the impeccable service demanded by our **customers** who will reward us with the **profitability** necessary to secure our future. People-Service-Profit, these three words are the very foundation of Federal Express." In addition, however, the total quality triad must recognize the firm's contribution to its environment (ecological, economical, and social) and it should constantly collaborate with its *upstream partners* — providers of people, materials and services—as well as

its *downstream partners* — distributors, carriers, wholesalers and retailers (Kelada, 1996).

Total Quality Management (TQM) is the *means* which achieves TQ. Its main challenge is to find the right balance in satisfying the three stake-holders, and, since things keep changing constantly, it is an on-going challenge to keep that balance. TQM comprises a human aspect, a logic, and a technology. The **human aspect**, the most important of the three components, in-

cludes leadership, management style, mobilization, empowerment, and reinforcement (recognition and rewards). The second component is a **logic** based on the fact that TQ cannot be achieved by accident or by wishful thinking. It has to be managed, that is, planned, organized, directed, controlled, and assured. The third component, the **TQM technology**, consists of a number of integrated practices, tools, and techniques used to achieve the two first components. Note that the first component is a prerequisite to the second which, in turn is a prerequisite of the third.

In brief, the TQ approach includes an objective (the TQ triad concept), and the means to achieve it (the TQM's three components). Many failures in implementing changes in an organization are due to a confusion between means and objectives. Another reason for failure is to limit the organization's objective to one of the three stake-holders' satisfaction, be it the customer, the shareholder or the people in the organization. This is often done with the wrong assumption that satisfying one stakeholder will automatically satisfy the other two.

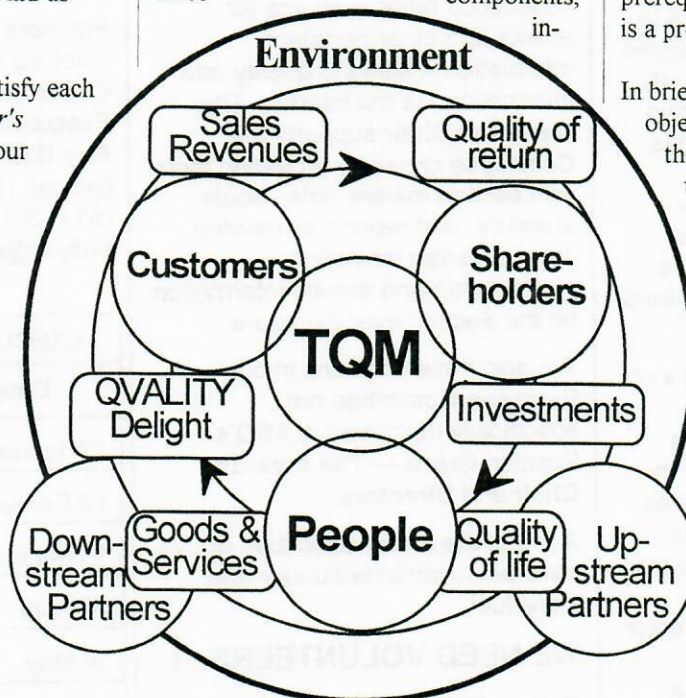


Figure 1 TQM and the Total Quality Triad

See *Total Quality* on page 7

Running the Section

(Continued from page 4)

Section and Headquarters, and processes membership mailings, applications, and related printing. Finally, the **Treasurer** maintains the financial records, communicates the financial condition of the Section at Executive Committee meetings, prepares and monitors the budget, and sends an annual report to ASQ Headquarters in Milwaukee.

Administrative Positions

There are also several other positions currently active in Section 401. The **Membership Chair** retains current members and recruits new members for the Section and the Society. He maintains a current roster of all members including enrolled students, and works with the Program and Publicity Committees to promote ASQ membership. The



Examining and Recertification Chair makes recommendations to the Society's Examining Committee Chair for admission to the Society and advancement of membership grade, coordinates and manages the activities related to ASQ's recertification program. He also arranges and proctors the local ASQ **certification exams** and is responsible for approving members' **Recertification Journals**.

The **SMP Chair** is the « owner » of the **Section's Management Program (SMP)**; and keeps the Executive Committee aware of the activities in the program, compiles information and tracks activities related to the management. He also regularly provides summary information to the Regional Director and ASQ Headquarters as described in the SMP handbook.

The **Program Chair** plans, leads

and implements the events and meetings program for the Section. The **Education Chair** plans and implements educational programs such as conferences and/or special seminars.

Outreach

The **Newsletter Editor** ensures that members are informed on the activities of the Section and the quality profession in a consistent and timely basis. The **Koalaty Kid Chair** serves as the liaison between the Section and educational institutions interested in participating in ASQ's

Koalaty Kid program and helps strengthen relationships between the Section, the enrolled school, parents, and the community.

The Internet Liaison

develops and maintains a continuous reliable source for events and other pertinent information relating to quality and information via the Internet. The **Database Chair** supports the Committee chairs by providing them with section rosters, lists, labels, statistics, and reports as needed. The **Historian** maintains membership and activity information on the Section over the years.

We also have positions in our Executive Committee not specifically described in ASQ's Position Guide — The **Awards Chair** and **Directors**.

A few of the chairs described above, have been combined under one individual.


WE NEED VOLUNTEERS !!

Things don't just happen. They have to be organized. We know that new

members are cautious about committing themselves to positions. But, often, they are unaware what time investment is required or the potential benefits of implicating themselves in ASQ activities.

Unless one has had a chance to see the Executive Committee in action, the idea of suddenly becoming responsible for such a task may appear quite daunting. We encourage members to join us. Make yourselves known to the Executive Committee. Due to a lack of participants, many Committees often end up as one-person committees — *then* the task is really daunting.

So, how does one go about finding information on, or indicating an interest in these positions? The Annual General Assembly is one way, this year it will be held on February 10, 1999. Another way is to attend our Executive meetings. The Executive meetings are open to everyone. To attend our next meeting, contact **Keith FORCIER** at (450) 434-0216.

For more information on becoming involved in the Executive Committee, contact any one of the Executive Committee members or **Ray DYER** at (514) 397-6190 (office), (514) 483-5001 (home), (514) 397-6109 (fax), or at redyer@asqnet.org. 

EXECUTIVE COMMITTEES	
Date	Meeting Type
19 January	Executive
10 February	General Assembly
16 March	Executive Training
20 April	Planning / Training
18 May	Executive
15 June	Executive

Total Quality

(Continued from page 5)

The Stakeholders' Needs

In order to achieve and maintain total quality, management has to determine the needs of each stakeholder. In a for-profit organization, **shareholders** look for a **quality return** on their investment. This consists of either the growth of their invested capital, reasonable dividends, or a combination of both. In many instances, they will also look for non-financial factors like the fact of being associated with a successful, high-tech, environmental-conscious, or community-oriented organization.

As far as the **customers** are concerned, a survey we have conducted showed that the decision to buy a product or to use a service was based mainly on seven factors. The first five are: quality (**Q**) of the product (goods and services), availability of the quantity or volume required (**V**), availability at or delivery to certain locations (**L**), on-time delivery (**T**), and the yield of the product (**Y**) rather than price. By yield we mean the cost/benefit ratio that the customer gets from the product. For example, a customer may be ready to pay more for a product that has a high resale value or a lower operating costs. Timely products' development, production, and delivery are the basis of the new trend known as "*Time-based Management*."

There are two other factors which affect a decision to buy or not a product or service. The first, *administrative procedures* (**A**), is the red tape dimension. It is the procedures a customer goes through, sometimes endures, when he or she wants to acquire a product or to pay for it, *such as order entry, credit evaluation, billing, complaining*. Customers may abstain from buying from a supplier who constantly makes errors in the order taking, credit evaluation, or billing or whose procedures for these activities and others such as complaints, requests for refund, or product return, are lengthy, inflexible, or unduly compli-

cated. The last factor is the *interrelations* (**I**) the customer encounters when communicating with the company's personnel or representative: on the telephone, face-to-face, via faxes, or through correspondence. I have seen a customer change supplier just because the supplier constantly misspelled his name, although he had been notified many times of the error.

If we look at the seven factors that affect the decision to buy or not a product we can summarize them with the acronym — **QUALITY**. Moreover, facing world-wide competition, successful companies have adopted the **ACE** concept, which consists of going "*Above Customer Expectations*" or beyond their satisfaction, and even to *delight* them (Kelada, 1996).

Contrary to what it is often claimed, people working in an organization work to satisfy their own needs. These needs are a **quality of life** which includes a salary, a bonus or other monetary compensation, a challenging work, recognition and rewards for a job well done, a safe and healthy working environment, and a pleasant personal, social and family life. Of course this goes beyond the *quality of work life*. For example, Motorola offers courses on how to deal with teenagers, other companies offer free counseling services for problems such as drugs and alcohol, family conflicts or money matters.

Integrating the New Concepts

For people in an organization to get a quality of life they should satisfy the shareholders with a quality return on their investments. To do so, they must satisfy or even *delight* the customer with **QUALITY** and **ACE**. An organization should operate so as to achieve these goals. However, this is not the case. Most organizations practice, what I call, a traditional **introversive management**.

In most, if not all, organizations that I have visited, the manager of the ac-

counting department is responsible for accurate and timely accounting, the personnel manager talks about hiring, firing, compensation, and training people, the procurement manager is in charge of purchasing, while the computer department manager is in charge of all computer systems, hardware and software. Where are the customers? What about the shareholders? Indeed, if every department does whatever is expected from them and if the organization goes bankrupt, who is to blame? *Introversive management* consists of concentrating on internal issues such as buying, hiring, planning, organizing, inventory control, regardless of any direct and explicit relationship with the shareholders (profitability) and customers.

In **extraversive management**, people *work together* to satisfy the shareholders and the customers. Those who are not in direct contact with the customers must contribute to the satisfaction of these two stakeholders. Performance in all sectors of the organization is directly related to the shareholders and customers' satisfaction (Kelada, 1996).

How can an enterprise do that? In any organization, there is a **mainstream process** consisting of activities that start with the customer and end with the customer. The customers and their needs are identified, orders are entered, their credit is evaluated, products are developed and designed to satisfy their needs or requirements, a process is set up to produce the products, materials are bought, equipment are rented or purchased, the product is manufactured, packed and stored, and finally it is shipped to the customers who are billed. The process ends with the remittance of the amounts due.

For customers, a process produces whatever is required to satisfy their needs. However, companies are organized around functions such as accounting, engineering, personnel, purchasing

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Total Quality

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and finance. Each step of the mainstream process is undertaken independently by people responsible for a given number of activities within a certain function. Communication among these people, when it exists, is not always effective. Whenever an activity is completed by a department the output is thrown over a wall for the other department to start its part then throws it to the next department and so on. Often, an error discovered at an advance stage of the process may have originated from one of the first steps of this process and one has to go back all the way, and start all over again. This takes time, a long *cycle time*, and wastes valuable resources.

To avoid this situation, concepts such as the **Horizontal organization**, **cross-functional teams** operation and **concurrent engineering** are advocated. A *horizontal enterprise* is one which is organized horizontally around processes rather than vertically around functions (Byrne, 1993). This allows **Process management** -- the management of processes and the management by processes. A division of General Electric has created a Vice-president "Order-to-remittance" responsible for the whole mainstream process, regardless of the functions involved. Other companies, while still operating with a vertical functional structure, let cross-functional teams—rather than functional departments—make the decisions.

Rather than operating the mainstream process in a linear mode, where a step cannot begin until the previous one is completed, more and more companies use **concurrent** or **simultaneous engineering**. While a product is being conceived and developed, manufacturing engineers work with the product development team and start designing manufacturing process and work methods as soon as they have enough information, even if incomplete, about the new product. Moreover, they can influence product development and design if they fore-

see any difficulty in manufacturing it effectively and economically. Similarly, people from purchasing, production, as well as suppliers and even customers participate in such teams, at an early stage in the mainstream process ensuring that a newly developed product can be produced to the required quality, in the desired quantities and in the contracted time.

Team work is not as easy as it seems. When departments are replaced by cross-functional cells; no manager plans or controls the activities. The cell leader's job is that of a coach and cell members as a team, make and implement decisions. In these teams, traditionally independent (when not adversarial) specialists, speaking different jargons, have to work with specialists from other areas, and make joint decisions on marketing, manufacturing, personnel, accounting, purchasing, finance, and computer applications. **Team-building** techniques are used to promote effective *team work* and the people are **empowered** so that they can make decisions for which they have been trained to make.

The **Quality Function Deployment**, or QFD technique, helps cross-functional teams translate customer needs, as expressed in their own words, into the required product, components, materials, and process specifications. Team members, using a **benchmarking** process, examine the way competitors' products are evaluated and perceived by the customers as compared to their own company's products. Thus, they can go beyond the quality of the product and cover all QVALITY and ACE factors.

To better satisfy individual customers with different needs, as well as to "delight" them, some companies are moving away from a rigid "*one-type any-color-provided-it-is-black*" mass production into **mass customization**. This consists in producing customized products at low costs almost equivalent to that of mass-produced products. Pine (1993) defines mass customization as the mass production, distribution, and

delivery of customized goods and services. In order to achieve this, companies must change their traditional production lines to **flexible production**, where computers operate multifunction machines and material-handling equipment. **Just-in-time** production eliminates or significantly reduces costly inventories, by economically purchasing and producing small lots of materials and finished products. Moreover, to increase the flexibility of their manpower, companies now adopt **skilled-based pay** compensation systems, where people are paid based on what they are able to do, or the number of jobs they can perform in a certain department (skills). *Skill-based pay* also encourages people to learn different skills thus increasing the effectiveness of **cross-functional** teams or cells.

Connecting People and Departments to Extraversive Objectives

As indicated, extraversive management consists of identifying *common external objectives* for all sectors or units of an organization (Profitability for the shareholders and QVALITY and ACE for the customer). Applying this style of management offers a challenge to managers aiming to achieve departmental objectives. How can one relate every activity, every person, and every department in an organization to the objectives of satisfying the shareholders' and customers' needs, and in order for people to satisfy their own needs? Many concepts have been developed and applied.

AT&T uses a concept they call the **Golden thread**. They identify an area of concern to any of the stakeholders, typically a customer concern about product quality and reliability. Then, they measure the gap between a target value for these factors and the results achieved. For example, a circuit pack return rate was 145 times the targeted maximum per current production. Over a given year, 24,650 circuit packs were returned while the goal was a maximum of 170 — a gap of 24,480 circuit packs.

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Join the Ranks of over 25,000 Companies Worldwide

UPCOMING TRAINING COURSES



ISO 9000

ISO 9000 Lead Auditor
\$1595

January 11th - 15th (French - Montreal)

January 11th - 15th (Halifax)

January 18th - 22nd (Mississauga)

January 18th - 22nd (Ottawa)

February 8th - 12th (Mississauga)

February 22nd - 26th (English - Montreal)

March 1st - 5th (Mississauga)

March 8th - 12th (French - Montreal)

April 12th - 16th (French - Quebec City)

ISO 9000 Internal Auditor
\$795

January 26th - 27th (English - Montreal)

February 16th - 17th (Halifax)

April 6th - 7th (French - Montreal)

Quality Systems Documentation
\$295

February 16th (Mississauga)

ISO 14001

ISO 14001 Lead Auditor
\$1795

January 25th - 29th (Mississauga)

February 8th - 12th (English - Ottawa)

February 22nd - 26th (Mississauga)

March 1st - 5th (Vancouver)

March 22nd - 26th (English - Montreal)

ISO 14001 Internal Auditor
\$795

January 28th - 29th (French - Montreal)

March 15th - 16th (English - Montreal)

ISO 9000 / 14001 Integration
\$795

February 1st - 2nd (English - Montreal)

ISO 14001 Environmental Aspects
Workshop \$295

March 2nd (English - Montreal)

ISO 13485/EN 46000

HACCP Essentials \$795

February 3rd - 5th (Montreal)

March 1st - 4th (Montreal)

CEe Mark

ISO 13485/EN 46000 \$1695

February 17th - 19th (Mississauga)

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by Raymond E. Dyer,
Koalaty Kid Chair



The Koalaty Kid Experience in Ottawa

Special report from Cille Harris, IBM Canada, Koalaty Kid Committee Chair, ASQ Ottawa Valley — Section 407

OTTAWA — The area welcomed two new Koalaty Kid (KK) school teams — St. Elizabeth and Roland Michener. Their journey got off to a great start with training given by Sharon Hughes, Joanne Daykin and Sally Duncan, hosted by Canadian Marconi Company in Kanata.

Ottawa's first Koalaty Kid team, from Prince of Peace school, is especially excited to have company in the area, and to "talk to people who know what we are talking about!". Our friendly neighbours from **Allion school** in Montreal are also thrilled to be included in the fold. In all, *forty participants* from four schools, three school boards and two provinces gathered to learn more about Koalaty Kid — and learn they did.

A new member on the Montreal team, **Wanda Berlin**, begun her involvement with the KK program by attending the joint training event in December, here in Ottawa along with the representatives from Montreal's own Allion School and the other Ottawa schools.

Over the next month the teams will be choosing school-wide project/s to work on, guided by the trainers as they walk through the KK training program. The group bonded so well in that they chose to meet again in January for further training as a whole group, instead of breaking into school teams. They felt that the added advantage of diversity outweighed the benefit of individual attention from the trainers, at least for the next session.

It was very rewarding to see the free exchange of ideas flowing between teachers, parents, sponsors, schools, boards and provinces.

Ottawa KK Event in January

On January 20, 1999, Koalaty Kid is being featured at the ASQ monthly meeting, 7:00-9:00 PM at the RCAF Officers Mess, 158 Gloucester Street, in downtown Ottawa. Everyone is invited and first time out is free. It is expected that it will consist of samples of quality tools that the children have used in the classrooms, some success

stories and results of implementing KK.

Ottawa's KK Program is sponsored by DMR, Amita, Navatar Inc., Canadian Marconi and Nortel Networks. It is a new journey for most and they all believe that good things will come of it and that will benefit the students in their respective schools. We are also supported by the Canadian General Standards Board (CGSB) which just recently featured Koalaty Kid in its newsletter.

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Editor's note: Montreal's Allion School is sponsored by Nortel, the Lester B. Pearson School Board, the Association for Quality Participation, Positron, and ASQ Montreal — Section 401. There is always room for more sponsors as we intend to expand the program to other schools.

For more information on the program, contact **Raymond DYER** at (514) 397-6190. 

What an offer !

**WE ALWAYS HAVE SPACE
FOR YOUR ADS !!**

Please call JP Amiel at (514) 485-7359 or
e-mail me at jpamiel@asqnet.org

QMI Training Dates in Mississauga

Quality Management Representative Program

■ November 23-24	Project Management	Mississauga, ON
■ November 25	Gap Analysis	Mississauga, ON
■ November 26	Process Mapping	Mississauga, ON
■ November 27	Document Development	Mississauga, ON
■ January 18-19	System Implementation	Mississauga, ON
■ January 20	Corrective and Preventive Action Systems	Mississauga, ON
■ January 21-22	Advanced Internal Quality Auditing	Mississauga, ON
■ February 22-23	Implementing a Continuous Improvement Process	Mississauga, ON
■ February 24	Train the Trainer	Mississauga, ON
■ February 25	Facilitation Skills	Mississauga, ON

Note: These courses will be repeated throughout the year.

To register
for these
courses,
please call:

QMI, Client Services

90 Burnhamthorpe Road West, Suite 300

Mississauga, ON L5B 3C3

Tel: (905) 272-3920 ■ Fax: (905) 272-4538 ■ (888) 723-7755

QMI offers a comprehensive schedule for many more training programs including:

- ISO 9000 Essentials for Manufacturing
- ISO 9000 Internal Auditor for Manufacturing
- ISO 9000 Essentials for Service
- ISO 9000 Internal Auditor for Service
- ISO 9000 QMS Lead Auditor
- ISO 14000 EMS Essentials
- ISO 14000 EMS Internal Auditor
- ISO 14000 EMS Lead Auditor
- Beyond ISO 9000 – Tools for Improvement
- QS-9000 Essentials

We would be pleased to provide you with a complete schedule of training courses available and full course descriptions. Please call QMI, Client Services, (905) 272-3920 or (888) 723-7755.



QMR

Quality Management Representative Program

The QMR courses are designed for professionals involved in, or responsible for, quality management systems. Custom tailored by QMI and PricewaterhouseCoopers (PwC), the courses provide the most comprehensive and up-to-date quality management training available. You will be exposed to practical strategies and actionable tactics to develop, build, maintain and report on your organization's quality management program.

The QMR Program consists of 10 workshops offered in one or two day sessions. Completion of a minimum of 11 days of training from the total of 14 days offered qualifies you for the QMR Certificate. This structure allows you to be immersed in our quality management learning experience with minimal disruption to your regular responsibilities. Prerequisite for this program is ISO 9000 Essentials or program equivalent.

The Courses

- 1. Project Management (2 days)**
Gain the ability to control multiple, complex projects. Using PricewaterhouseCoopers proprietary methodology, Goal Directed Project Management (GDPM), this course introduces participants to the key requirements of effective project management.
- 2. Gap Analysis (1 day)**
Cover the techniques used to conduct an internal audit of a quality management system at the beginning stages of an ISO program. Auditing activities identify documentation and implementation gaps, and help prioritize their resolution.
- 3. Process Mapping (1 day)**
One of the strongest techniques used to analyze and improve business processes is to represent them graphically using process mapping. Participants will be taught the fundamentals of process mapping and how to apply them to process improvement.
- 4. Documentation Development (1 day)**
Understand the levels of quality management system documentation necessary to meet ISO requirements. The format of each of these levels will be described as well as the tools that are available to develop them. Emphasis will be placed on designing clear, concise, practical and usable documentation.
- 5. System Implementation (2 days)**
Learn to translate the content of formal, quality system documentation into procedures to be followed by quality personnel. Methods used to establish and maintain system requirements are outlined. Roles and opportunities for the Quality Management Representative will be discussed. The activity of quality planning and use of quality plans will be demonstrated.
- 6. Corrective and Preventive Action Systems (1 day)**
Develop a process for identifying areas of non-compliance and managing them through a corrective and preventive action system. The focus will be on a simple, functional approach for meeting all requirements contained within international standards.
- 7. Advanced Internal Quality Auditing (2 days)**
An examination of key opportunities for improving internal audits. The goal is to develop an Internal Audit approach that will reveal hidden inefficiencies. The basic concepts of process audits will be examined and an auditing model will be developed during the course.
- 8. Implementing a Continuous Improvement Process (2 days)**
Develop a framework for continuous improvement that can be linked, installed and controlled as part of existing ISO quality management systems. Case studies will demonstrate and reinforce continuous improvement implementation issues.
- 9. Train the Trainer (1 day)**
Field-tested instructional techniques for adult-learners will be demonstrated and a model for designing training materials will be developed. Participants will demonstrate their training skills in sample presentations.
- 10. Facilitation Skills (1 day)**
Learn techniques to effectively lead meeting and workshop attendees through group activities. The complexities of dealing with a mix of organizational positions, personalities and objectives are highlighted and methods to maintain control of these sessions are discussed.

Course Fees

- **Quality Management Representative Program: ONE DAY**
\$395.00
- **Quality Management Representative Program: TWO DAYS**
\$795.00

Fees include: Course materials, applicable standards, continental breakfasts and lunches.

Course Times: Duration for these courses is 9.00 a.m. to 4.30 p.m. each day.

