



ASQ NEWSLETTER

March 1999

Volume 49, Issue 2

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

Affinity Diagram, Tree Diagram,
Interrelationship Digraph, Matrix data,
Prioritization Matrix, Analysis, Process
Decision Program Chart and Activity
Network Diagram.

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Special points of interest:

- Canadian Auditor Registration Program
- Canadian Quality Awards
- ASQ Certification Exam Dates
- J.N. Kelada Elected ASQ Fellow
- A Meaningful Workplace



MODERN QUALITY TOOLS

You and your employees are invited to a *two hour* training session. **David TOZER**, our Education Chair, will once again surprise us with his amazing hands-on approach of *Modern Quality Tools*. Don't miss this occasion to learn and have fun. *There will be a door prize drawing.*

DATE: WEDNESDAY, MARCH 10, 1999

PLACE: Dorval Airport Hilton
Dorval International Airport

AGENDA:

- 17:30 Registration and Networking
- 18:15 Dinner
- 19:00 Modern Quality Tools
- 20:30 Debriefing

COST: \$15 for Students, 25 for Members and \$30 for Non-members.
Although there is a Parking Fee, we will give you a token.

If you can't join us for dinner, join us for coffee at 19:00 PM.
The coffee and the speaker's presentation are free.

PLEASE RESERVE IN ADVANCE !!

For reservations and information please contact **Bernard DOIRON** at
Telephone (450) 653-4879 or Fax (450) 653-5585

We look forward to seeing you there.





The editor's corner

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

No winter this year


Well it appears that we had a disappointing winter in town this year. No ice storm, no real snow, what else, early spring? Well that didn't stop us from completing our second member survey. Thanks to all those who responded, the survey will help the Executive identify an orientation for the coming years. In the next Newsletter we should be able to give you an idea of what the results were and tell you who won the gifts.

We also held our 49th Annual Assembly last February 10th. The envelope please... Your Section's new **Millennium Chairperson** is... **Raymond DYER**. He will be leading your Section into the next century and it's 50th anniversary. By the way, it was pointed out that we have had quite a number of bearded Chairs in this Section — Coincidence ?

A Canadian auditor registration body — Now, there's an idea that's been long in coming.... We talk (no, preach) everyday about standards and the search for repeatability and uniformity, yet, when it comes to

auditing we didn't have *one* group ensuring the « *quality* » of the auditors. Well, the deed is finally done. The **National Quality Institute (NQI)** has established that structure. We now have a *Canadian* program for auditor certification just like the Registration Accreditation Board (RAB) down south. Look for more details in the article in this Newsletter. I understand that this program will eventually also cover internal auditors.

Aren't you just a little bit curious about the **ISO-9000 Millennium edition** ? In April we're planning to bring you someone to tell us about what direction this is taking, so stay tuned for the next *Newsletter*. Also, Mr. **Pierre Caillibot**, Chair of the ISO/TC176 committee for Canada and Quality Management Advisor at Hydro-Québec will be the keynote speaker at ASQ's 6th's annual ISO-9000 Conference in California.

The Montreal Section's own **Joseph N. Kelada** has been recently elected as a **Fellow** of the Society. He will receive his Certificate during a special brunch at the 53rd Annual Quality Congress, in California this May. Read our small tribute. 



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

Issue	Deadline Date
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
Royal Bank Financial Group	




WE HAVE SPACE FOR YOUR ADS !!

PLEASE CALL JP AMIEL AT (514) 485-7359 OR
E-MAIL ME AT JPAMIEL@ASQNET.ORG

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
14 April	Sharing	ISO-9000 Millennium Edition	On the eve of the Millennium <i>ISO</i> is working on face-lifting ISO-9000. Come and hear what is in the works.
12 May	Sharing	Not So Old Members and New Members Night	An opportunity to exchange views with members. Due to last year's success, the executive wants to make this a yearly event.



IQnet elects Canadian president

Toronto — The **International Certification Network (IQNet)** announced during its recent meeting in Toronto that Catherine Neville, president of **Quality Management Institute (QMI)** has been elected to the position of president. Beginning a two-year term in January 1999, she will become the first non-European to lead this global network of 28 major management systems registration organizations.

IQNet, of which QMI is the only North American-based member, is an international network of leading ISO 9000 quality and ISO 14000 environmental management system registrars. Since IQNet members recognize quality and environmental management registration certificates issued by fellow members, their customers gain easier access to global markets. IQNet members have issued more than 50 per cent of the world's registration certificates to the ISO standards.

Boxed Quality Tools

The *Mouvement Québécois de la*

Qualité (MQQ) has assembled a boxed set of summary sheets for all types of tools used in resolving, studying or analysing quality problems or opportunities. The **42 colour-coded plasticized foldouts** are arranged according to the **QUALIMetre** categories (same as the Malcolm Baldrige Awards) — Leadership (5), Information and Analysis (6), Strategic Planning (3), Human Resources Management et Development (6), Process Management (18), Organisational Results (2) and Customer Satisfaction (2). A new set of 40 tools is due out in this spring.

It is available from the MQQ for \$120 (non-member) and \$90 (MQQ member). To order call them at (514) 874-9933, Fax (514) 866-4600 or visit them at www.qualite.qc.ca.


Free ASQ Quality Video

ASQ has made available a **free** case-study videotape that explains the commitment three companies made to Continuous Quality Improvement. The video, "*Quality: A Focus on Results*", explains how the Texas Nameplate Company

(TNC), United Parcel Service (UPS), and Overlook Hospital pursued quality improvement, implemented new systems and programs and achieved improved outcomes, stayed ahead of the competition, and increased revenues. The video (**Item B0947**) is available from ASQ at 1-800-248-1946.

Quirky Health Stats

Older men who don't express **anger** face a *higher* risk of heart disease than those who do, according to a Reuters report of a British research team's nine-year study of nearly 2,900 men. Results showed that 70% of the men with low "anger out" scores were the least able to express anger. They were encouraged to address the issues that provoked anger— **ARRGHH !!!**

A study by the British Medical Journal, reported by CNN, found that **under-working** may put you at the same high risk for a heart attack as over-working. Researchers studying Japanese employees concluded that men working fewer than seven hours or more than 11 hours daily were at highest risk for a coronary— **Viva 4-3 Schedules.** 

Notice to all members of ASQ Section 0401

Following the Annual Assembly, the following slate of officers for **1999-2000** has been confirmed:

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

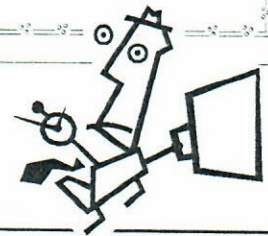
If you are interested in any of the following open positions or committee chairs, please contact **Ray DYER** at (514) 397-6190.

- | | |
|---|--|
| <ul style="list-style-type: none"> ♦ Examining & Recertification: ♦ Koalaty Kid: ♦ SMP Coordinator: ♦ Membership: ♦ Programs & Arrangements: | <ul style="list-style-type: none"> ♦ Newsletter: ♦ Education: ♦ Data Chair: ♦ Internet Liaison: ♦ Awards and Historian: |
|---|--|

Keith FORCIER, Secretary (1998-1999)

Executive Committee Meeting Summaries

by *Keith FORCIER, Secretary*
KGFSERVICE@aol.com



January 19, 1999

- ♦ JP AMIEL, Chair, reported the following from various teleconference calls with Canadian Sections:
 - HQ needs list of new executive for March 15th 1999. Notice will be sent for leadership training, closest workshop in Baltimore. To discuss if we send a representative to workshop.
 - ASQ dues to increase by \$3.00US for July 1st 1999. Overall ASQ membership number has remained steady but revenue down by 17%.
 - HQ will obtain GST number for ASQ Sections with revenues above \$50,000 (not our case).
 - Ottawa, Saskatchewan, & Alberta Sections had good turnouts during Quality Month activities.
- ♦ R. FAIRBAIRN, SMP Coordinator reviewed activities to date:
 - Member survey questionnaire was reviewed. R. DYER to provide list of members for sam-

- pling. I. ALLI to make corrections and distribute to Executive members to make calls by next meeting.
- B. DOIRON tracks attendance at events. January event was cancelled, February is Annual Assembly, March is training on Quality Tools.

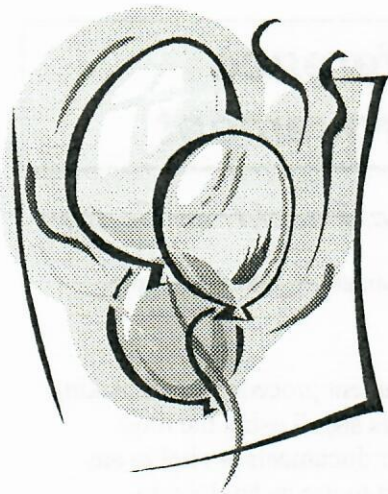
EXECUTIVE COMMITTEES	
Date	Meeting Type
17 March	Executive Training
20 April	Planning / Training
18 May	Executive
15 June	Executive

- Wanda Berlin intends to remain active in Koalaty Kid. To attend meetings at Allion school. Along with F. Dottin, A. Shaffhauser, N. Tunteng and D. Maloney from Lester B. Pearson School Board attended training

by C. Harris of the Ottawa Valley Section. A. Shaffhauser & W. Berlin to provide a short article for *Newsletter*.

- R. FAIRBAIRN received confirmation of election of J. Kelada to ASQ Fellow.
- JP AMIEL exploring request to advertise the Section in *West Island Business Review*.
- R. DYER, Internet Liaison, counted 37 hits on Section website. JP AMIEL recorded 81 to *Newsletter* site.
- N. DICKINSON, Examination and Recertification, stated that 9 persons were attending the next exams.
- JP AMIEL, Newsletter Editor, reported they are being published as scheduled. Some revenues coming in.

The next Executive meeting is planned for 17 March, to attend, contact me at (514) 434-0216.



Members' Corner

Welcome to the following new members !!

- ◆ Tania M.C. Felicioni
- ◆ Carole Guindi
- ◆ Kulwinder Kaur
- ◆ Mandy Yu
- ◆ Kevin Bevell
- ◆ Greg Laflamme
- ◆ Cathy Marchitto
- ◆ Mikhail Nayman
- ◆ Domenic Paduano
- ◆ Michel Sayag
- ◆ William E. Taylor
- ◆ Vincent Turgeon

Joseph KELADA Elected ASQ Fellow



Milwaukee — On November 19, 1998, the Board of Directors of ASQ elected Mr **Joseph N. KELADA** a **Fellow of the Society** in recognition for his “...*outstanding contributions to the Quebec Quality Movement ; for pioneering quality education at Quebec's business and engineering schools ; for authoring and promoting many innovative concepts and practices in total quality and reengineering ; and for contributions as an international speaker, consultant, and educator in quality management...*”. Mr Kelada was sponsored by Mr. Youssef YOUSSEF and the Executive of the Montreal Section. Look him up at www.hec.ca/~p178/kelada-E.html

On behalf of its members, the Montreal Executive express their heart-felt congratulations to Mr Kelada for all his work in promoting quality over the years. He will be honoured by ASQ and receive his Fellow pin and certificate at the Awards Luncheon during the **53rd Annual Quality Congress** being held in Anaheim, California this May.

Mr Kelada is a full professor at the Hautes Études Commerciales Business School of the University of Montreal (HEC) and is in charge of the international team for total quality and reengineering at the Centre for International Studies on Business Administration (CETAI) at HEC. He holds degrees in engineering — mechanical (Alexandria), naval, and industrial and a Master in Business Administration (MBA - McGill).

Prior to joining the HEC, he worked in different organizations in the

public and private sectors, in manufacturing and services as well as in consulting, here and abroad where he held different technical, administrative, and managerial positions

He is a member of the Order of Engineers of Quebec (OIQ), the Montreal Section of ASQ, a past chairman of the Quebec Quality Association (AQQ) and the Quebec Institute of Organization Consultants. He was also the founder and Editor-in-Chief of the *Qualité totale* magazine from 1980 to 1995.

He is also an international consultant in management, Total Quality and Business Reengineering in Canada, the US, Japan, Korea, Mexico, Russia, Poland, France, Italy, Haïti, Morocco, Tunisia and the Ivory-Coast. He is a Total Quality expert for the United Nations (PNUD - UNIDO).

Mr Kelada has authored many articles on different management subjects and has published the following:

- ◆ *Integrating Reengineering with Total Quality*, Quality Press, 1996, which was awarded the *Golden Quill* in 1997.
- ◆ *Comprendre et réaliser la qualité totale*, 2e édition, Quafec Publishing, 1992
- ◆ *Technologie de la qualité totale*, Éditions Quafec, 1994
- ◆ *Qualité: contrôle statistique et métrologie*, Éditions Quafec, 1990
- ◆ *Production and Operations Management: A Systems Approach*”, Gaëtan Morin and J. N. Kelada, 1994.
- ◆ *La gestion et la prise de décision*, Éditions Aquila, 1975
- ◆ Course notes “*La gestion des opérations*” for the MBA program, Quafec, 1997. Q

ASQ's 6th Annual ISO 9000 Conference New Direction for Continuous Improvement

March 22-23, 1999, Atlanta, GA, Hyatt Regency Atlanta, Peachtree Center

The revised ISO 9000 standard is tentatively scheduled to be published in the last quarter of 2000. This premiere conference is designed to give professionals who work in an ISO 9000 based quality system the tools they need to improve their competitive position in the marketplace, based on the current standard.

In addition to practical hands-on sessions, you will hear from representatives of the U.S. TAG 176 who are intimately involved in the ISO 9000 revisions. Learn what the transition plans are from members of the registrar community, understand the impact of the auditing changes that are being discussed, and hear from world recognized experts on ISO 9000. Topics will address:

◆ **Corrective Action**

Understand the implementation requirements of a corrective action system that really takes corrective action to new levels of effectiveness. Hear case

studies from real organizations and the people involved.

◆ **Documentation**

Knowing how to document procedures and making sure that your operators are all using the most current version of your documents is vital to any quality program. Learn to use technology to facilitate this process in your company.

◆ **Auditing**

The internal audit function is the backbone of any quality improvement effort. Learn how even small companies can effectively use internal auditors without adding full-time staff.

◆ **Management Review**

Address the growing need to integrate ISO 9000 into all aspects of your company. Secure the all-important buy-in from managers and learn to demonstrate the cost benefits of this internationally recognized standard. ☺

◆ **Keynote Address**

◆ **Dr. Pierre Caillibot**, Chair, ISO/TC176, and QM Advisor, Hydro-Québec. He will address the current state of ISO 9000, its acceptance in the world's marketplace and its future beyond the 2000 revisions.

◆ **Featured Speaker**

◆ **Jack West**, Chair, Technical Advisory Group to ISO/TC 176 on quality, who will explore the direction of ISO 9000 in the year 2000. ☺



**Did you move ? Did Bell relocate your AREA CODE ?
DON'T TELL US !!**

So maybe your were affected by the recent change in telephone area codes from 514 to 450, or maybe you moved, or changed your home and/or work telephone numbers. The ASQ database should be corrected accordingly. So *please*, don't tell us, tell ASQ Headquarters in Milwaukee at 1-800-248-1946. ☺



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

Canadian Auditor Certification & Registration Program

Toronto — The **National Quality Institute** (NQI) has decided to become a provider of *Canada's National Program for Quality Management System* (QMS) Auditors. This means that for the first time, QMS Auditors in Canada can apply to a program which will be *Nationally and Internationally* recognized. The NQI is also a full member of the **International Auditor & Training Certification Association** (IATCA). When the NQI's program has been evaluated by the IATCA, they will be able to grant this designation to qualified individuals which provides national and international recognition.

The NQI participates in the IATCA working groups to develop International Criteria for raising standards of Auditor Competence worldwide, and inspiring and fostering excellence in quality auditing. It currently provides QMS auditors with an independent Canadian National Auditor Certification Program in accordance with ISO 10011, ISO/IEC guide 61, Can-P-912 and IATCA criteria.

To become a certified QMS auditor, you must have passed a 36 hour/5 day Lead Auditor training course. To find out more about some of the registrars that offer the course see the **Standards Council of Canada's** list of Accredited Quality Systems Registration Organizations at www.scc.ca (Published in the December 1998 *Newsletter*- Editor).

Auditor Grades

The *National Program* will consist of three grades of Auditor registration — Provisional Auditor, Auditor and Lead Auditor. (An *Internal Auditor* grade is being prepared)

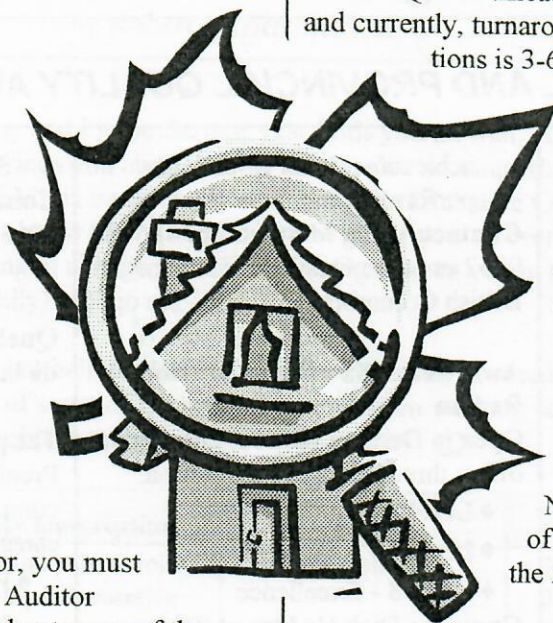
The *IATCA Program* will consist of two grades of Auditor registration — IATCA Auditor and IATCA Senior Auditor.

The NQI suggests that potential applicants currently employed by a registrar, or on contract to a registrar, may want to consider NQI's IATCA Certification. Those auditor applicants who are performing first and second party audits for their employer's organization, or third party audits as an independent consultant, need only apply for NQI's National Certification.

Listing of Registration


All of NQI's certification fees are in Canadian dollars and currently, turnaround time for processing of applications is 3-6 weeks. The NQI Certificates and

ID cards will be issued to all applicants who meet the requirements for certification to the auditor grade for which they applied. Those certified auditors, who agree in the *Applicant's Declaration*, will be listed in a *Directory of Certified Auditors* made available to the public. The Directory will include the Auditor's Name, Employer or Company affiliation, Address, Telephone and/or Fax Numbers, Certification Grade, Date of Certification. It will also state if the Auditor is available for hire.



Applications

Application kits are now being distributed directly to the registrars for use by their staff and for distribution to other certified Auditors with whom they may be associated.

Auditors who are not associated with a registrar, currently certified with another body (IRCA, RAB), or who are considering certification are encouraged to direct their inquiries to **Heather Grimoldby**, at 1-800-263-9648, Fax: (416) 251-9131 or e-mail to grimoldby.heather@nqi.ca 

ASQ Your Quality Source

CANADIAN QUALITY AWARDS



Canada Awards for Excellence and Healthy Workplace Award

The *National Quality Institute* has kicked-off the process for the **1999 Awards**. Applicants must complete their submissions by Thursday April 1, 1999. Top applicants for both the *Quality Award* and the *Healthy Workplace Award* receive a site visit, and all applicants receive a comprehensive report which provides excellent feedback. It is important to note that all applicants are judged strictly against the criteria — not against one another.

A MORE MEANINGFUL WORKPLACE

Condensed from Tom Terez's web site at www.meaningatwork.com

If people talk about the search for the meaning in life, is the meaning of work also a search?

In 1997, Tom Terez, conducted 15 focus groups and interviews of people from all walks of life and totalling nearly 3,000 years of work experience. This *Meaning At Work Project* uncovered a number of interesting things about the workplace which he listed as 22 keys. All told, there are some 60 examples to illustrate his keys and 100 action ideas. Tying it all together are **six major themes**, some of which may surprise you.

1. There's a huge distinction between "meaningful work" and "job satisfaction." For most people, "*satisfaction*" looks and feels like conformance to standards. Needs and expectations are met — period. *Meaning* goes much deeper. In a meaningful workplace, it's less about needs and expectations — and more about hopes, dreams and fulfillment. These are the places where *Mondays look like most companies' Fridays*.

2. People define "meaningful workplace" in vastly different ways. This is one case where quick fixes just won't work. To create a meaningful workplace, people must be ready to effect

change in many areas. If this worries you, you'll be happy to read the next major theme.

3. Several meaning keys rise above all others in importance. Topping the list is *Purpose* — the sense that what I'm doing as an individual, and what the organization is doing collectively, truly **makes a difference**. Also in the top tier, in order of importance: Ownership, Fit, Oneness, and Relationship-Building. In the second tier: Service, Equality, Validation, Invention, and Personal Development. For organizations that want to foster a greater sense of meaning, these keys offer a logical starting place.

4. People do NOT cite incentives or high pay as key ingredients of the meaningful workplace. Incentives came up only once — from a former salesperson who told horror stories of internal competition. As for compensation, people sharply distinguish between "fair pay" (critically important) and "high pay."

5. Business concepts and strategies — such as reengineering, strategic planning, TQM and its more recent incarnations, etc. —

seldom come up during discussions of meaning in the workplace. For instance, in all the research conversations, no one said or even suggested that "*a recent reengineering initiative helped me find greater meaning in my work*." Rather, people focused on fundamentals — like purpose, service, dialogue, respect.

6. There's an almost desperate eagerness to talk about meaning in the workplace. People from all walks of work life participated in the Meaning At Work Project, and with few exceptions, they showed remarkable zeal in sharing their stories. It seemed as if they had been holding back for years -- and in fact, many had been doing just that. A common comment: "*I wish we could have this conversation back where I work*."

More detailed descriptions are included at the web site which also includes key findings and a workplace evaluation exercise that you can try.

Tom Terez is assistant director of the Ohio Office of Quality Services. See him at www.meaningatwork.com, call (614) 891-6930 or e-mail him at yourlegacy@aol.com. Q



ISO 9000 Lead Auditor

Accredited by RAB and IATCA

Who should attend?

Individuals who will be responsible for conducting or managing audits internally and/or externally. This course is accredited and fulfils the training requirements for individuals who wish to become Lead Auditors.

Objectives

This workshop will give you proven methods for auditing an ISO 9000 series quality system. Practical workshops will take you step-by-step through the auditing process, from establishing an audit program and audit planning to final assessment of the quality system.

Outline

Course topics will include:

- Requirements of ISO 9000 Series;
- Manual and documentation reviews;
- Basics of auditing;
- Internal audit program management;
- Efficient pre- and post-audit meetings;
- Gathering information/evidence;
- Communication/behaviour/resistance; and
- Audit reporting/writing.

The material will be covered over a 5-day period by a combination of seminar presentations, practical workshops and participant presentations, exercises and quizzes. There will be a final 2-hour examination.

Standards Included

- ISO 9001:1994 Model for Quality Assurance in Design, Development, Production, Installation and Services
- ISO 10011-1/2/3 Guidelines for Auditing Quality Systems
- Audit Checklist

Prerequisites

Attendance at an ISO 9000 essentials course or knowledge of ISO 9001-1994



To Register Call:

Quality Management Institute
800-465-3717 (ask for Client Services)
905-306-3885 (Toronto area)



The Montreal Section Newsletter is prepared by its members and published 10 times a year for members and friends.

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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.

The 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 designated **Section 0401**.

Our 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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ASQ Your Quality Source

**Newsletter advertising rates
 July 1998 – June 1999**

Rates apply for placing an ad in one Newsletter issue only. *As a special promotion, at no extra charge, we will also place your ad on our Newsletter web page.*

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. Q

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

Look for us on the world wide web !!

www.internauts.ca/~redyer/asq401.html

www.microtec.net/~amiel

www.asqnet.org/display_web.cgi?401