



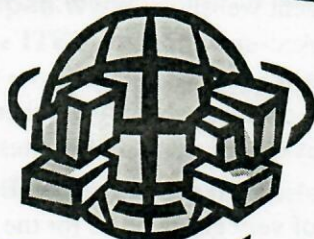
# ASQ NEWSLETTER



October 1999 Volume 49, Issue 6

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

## OUR OWN WEB SITE AT LAST !!



# WWW.asqmontreal.qc.ca

### Inside this issue:

Editor's Corner	2
A Word or Two from Your Chair	3
Quality Notes	3
Executive meetings	5
Coming Events	5
Newsletter Deadlines	5
Members' Corner	6
ASQ Certification Dates	6
Employment Opportunities	7
The Section Management Program	15
Advertising Rates	16

### THE SIX SIGMA ( Σ ) CHALLENGE

We start our 1999-2000 season with a presentation by **Brian WEAVER**, Master Change Agent at Bombardier Inc. He will present their approach at achieving a quantum leap in quality and competitiveness using the Six-Sigma approach to continuous quality improvement.

Don't miss this great opportunity to meet other quality professionals, discuss issues and discover the Six-Sigma approach.

We Hope to see you there.

**DATE:** WEDNESDAY, OCTOBER 13, 1999

**TIME:** 17:30 PM

**PLACE:** Dorval Airport Hilton  
Dorval International Airport

**AGENDA:**

- 17:30 - 18:15 PM Registration and Networking
- 18:15 - 19:00 PM Dinner
- 19:00 - 20:00 PM Guests' presentation
- 20:00 - 20:30 PM Question period

**COST:** Students \$15; Members \$25; Non-members \$35.

*Not only do we pay the Parking but there will be a door prize drawing !!*

Please **RESERVE IN ADVANCE** with **Bernard DOIRON**  
at (450) 653-4879 or Fax (450) 653-5585

Can't join us for dinner ? Come after 19:00 PM. Coffee and presentation are free.

*Special points of interest:*

- A Brief Introduction to Six Sigma Principles
- Ensuring Supplier Y2K Readiness
- Conciliation at Work — Different Approaches
- ASQ Certification Refresher Courses



## The Editor's Corner

By Jean-Pierre AMIEL, CQA,  
Newsletter Editor, [jpamiel@asqnet.org](mailto:jpamiel@asqnet.org)

### What's in a Red Light ?

**W**hat can I say? I see it more and more often these days. Someone goes through a red light or ignores a Stop sign. In Québec it's *pas problème !!!*

Almost *three* years ago, we had traffic lights installed in front of our building so as to improve traffic flow of constant bus and delivery truck movement onto a main thoroughfare. Just about everyday someone ignores that red light — that's almost 200 times (working days) a year.

Isn't a red light a symbol for something? A rule that says stop now so someone on the other side may proceed. I also observe the same phenomenon with a disregard for speed limits, parking in no-stopping or tow-away zones and of course STOP (huh, I mean Arrêt) signs.


If more and more people show indifference to these symbols, if they can't *RESPECT* these simple social rules, how can we ever expect them to respect the « rules » necessary to provide quality products and services? After all, what's a quality management system worth when people have no respect for its procedures?

*So, what's in a red light?*

It's the kick-off to another season. Your new executive has prepared and submitted the **1999-2000 Section management Program (SMP)** and the combined efforts have paid-off..... The Montreal Section has already achieved the requirements for both the **Commitment** and **Implementation** levels. Basically, this means that we have ensured continuity in Section activities.

**GREAT NEWS !!** Your section now has a more permanent website at [www.asqmontreal.qc.ca](http://www.asqmontreal.qc.ca). It is hooked-up with **Bill CASTI's** web site at [www.quality.org](http://www.quality.org) which we invite you to visit as it contains a lot of links, not only to other ASQ Sections, but to various other informational sites on quality.

I also invite you to review **Bernard DOIRON's** lineup of very good topics for the upcoming season and to read **Eric STERN's** summaries of a number of articles of his Division's publication.

Of course for your *Newsletter* to be interesting, we need your help in terms of news, suggestions or solutions to typical everyday problems in the quality field. To comment or propose subjects for articles give me a call at (514) 280-5412, fax your thoughts to (514) 280-6004 or e-mail at [jpamiel@asqnet.org](mailto:jpamiel@asqnet.org). 

#### Thank-you to our sustaining members

<i>Bauer Inc.</i>	<i>CWC Inc: Quality Communication</i>
<i>Bombardier Aerospace</i>	<i>Hydro-Québec</i>
<i>CGI</i>	<i>Oerlikon Aerospace Inc</i>



### LOOKING FOR A CHANGE ??

CHECK YOUR SECTION'S NEW WEB PAGE FOR CAREER OPPORTUNITIES AT  
[WWW.ASQMONTREAL.QC.CA](http://WWW.ASQMONTREAL.QC.CA)

THIS INFORMATION IS ALSO DISTRIBUTED TO OUR MEMBERS BY E-MAIL.  
TO ADD YOUR NAME TO OUR TICKLER FILE, SEND AN E-MAIL TO  
NORMAN DICKINSON AT [N.DICKINSON@ASQNET.ORG](mailto:N.DICKINSON@ASQNET.ORG).



## A Word or Two from Your Chair

by Raymond DYER, CQE, Chair  
redyer@asqnet.org

Welcome to our 1999/2000 year. We have six interesting events lined up for you. Certification, recertification, and education services will continue to be provided. Our very popular newsletter will continue to inform you.

Our Executive is always at work trying to provide you the best services it can with the limited resources it has. We now have our very own web site and the information it provides has been greatly improved over the Summer. We intend to keep you continuously informed of section activities in a timely manner. Hopefully, we are meeting your needs. If not, please contact us and tell us what you need or would like us to provide. As the saying goes "We can't fix what we don't know is broken!"

On another note — your Section Executive needs your help. We are always on the lookout for new talent and

leaders. Participating on your section's Executive is a great way to network, develop valuable experience, and pick up those famous points for recertification! I encourage you to participate and get a feel for these activities before our famous General Assembly!

One area I would especially like to get help on is with our Newsletter. J.P. Amiel has worked very hard and very long for your section. He has taken on the Newsletter (amongst several others responsibilities) for a few years now and has produced what many consider to be a very professional and appreciated product. I would like to find volunteers willing to learn, help, and work with Jean-Pierre with the objective of picking up this key responsibility next year. Any takers? Remember, this is a great opportunity to learn and develop skills in this area with one of our very best!! If interested, please contact me or Jean-Pierre.

I look forward to seeing you at our events. Thank-you and have a great year. Q



### OUR OWN WEB SITE !!

Your Section, under the guidance and programming skills of Norman DICKINSON, now has its own Internet Web Page at [www.ASQMontreal.qc.ca](http://www.ASQMontreal.qc.ca).

It offers information on upcoming events, hyperlinks to quality-related organizations and other documentation. Check it out.

To assist Norman or submit suggestions contact him at (514) 334-6102 or e-mail him at [n.dickinson@asqnet.org](mailto:n.dickinson@asqnet.org).

### Become Change Agents

Charles R. Asbury, who begins his term as ASQ president July 1, is urging quality professionals to rise to the challenge of being *change agents* in order to add value to orga-

nizations and to focus on the perception of what organizations will be like in the next century. "Quality is no longer as we defined it in the '80s and '90s," he said in an address to the Annual Quality Conference (AQC) in May. "We must do more than adapt — we must embrace this change."

### Calls for ISO Conference

ASQ has issued a call for presentations for the 7th Annual ISO 9000 Conference, slated for March 20-21, 2000, in Dallas, TX.

The theme will be "*Moving from Conformance to Performance*" and Jeff HOOPER of Lucent Technologies, project leader of the ISO 9000 and 9004 revision effort, will be a keynote speaker.

Presentations should address the

potential impact of the ISO 9000:2000 revisions. Information on the program and submissions can be found in *Quality Progress*. Deadline at ASQ is Oct. 18, 1999.

### Certified Manager Exam Team Updates Body of Knowledge

The ASQ Quality Management Division's Certified Quality Manager exam team is starting its first body-of-knowledge update since the exam was introduced in 1994. It contains the scope of skills and information required to effectively manage quality, as defined by ASQ. The division sponsors the exam and will work closely with ASQ certification staff to complete the update

(See *ISO Conference* on page 4)



## A Brief Introduction to Six Sigma Principles

Extracted from ASQ.ORG by JP AMIEL

**S**igma ( $\sigma$ ), is a statistical unit of measurement that describes the distribution about the mean of any process or procedure. A process or procedure that can achieve plus or minus six sigma capability can be expected to have a defect rate of no more than a few parts per million. A defect is anything that results in customer dissatisfaction.

The fundamental objective is customer **satisfaction** through continuous improvement in quality.

In statistical terms, six-sigma approaches zero defects. This means products and processes will experience only *3.4 defects per million opportunities* or *99.99966 percent good*. For a business or manufacturing process, the sigma value is a metric that indicates how well that process is performing. The higher the sigma value, the better.

### The Challenge

The Six Sigma Academy has developed the Breakthrough Strategy that allows companies to make ex-

traordinary bottom-line improvements. This is accomplished by defining high leverage business-based projects, which are led by certified **Six Sigma Black Belts**. Such projects focus on delivering bottom-line financial results while simultaneously increasing customer satisfaction.

In order to reach targeted goals and to attain world-class status utilizing *Six Sigma*, improvement must be made at a revolutionary rate. The more personnel trained to apply the steps of Six Sigma to their own job processes, the greater the revolution.

### The Paradigm Shifters Within an Organization.

Black Belts are individual contributors from various discipline areas who, when adequately trained and technically supported, serve as change agents. They will effectively develop and lead people and teams on improvement projects, work with and advise management on the formulation and subsequent implemen-

tation of improvement plans, and utilize and disseminate the Six Sigma tools and methods.

Six Sigma Black Belt candidates undergo four weeks of intensive training over a four-month period. Each week's session is separated by approximately 21 days, so the candidates can return to their business environments in between classes to apply what they've learned. They are expected to work four to six projects per year that can produce bottom-line improvement of an *average \$175,000 per project*.

Participants are trained with the proven Six Sigma tools and techniques to reduce costs, improve cycle times, eliminate defects, and significantly increase customer satisfaction.

*Six Sigma* is a registered trademark and service mark of Motorola, Inc. *Black Belt*, *Green Belt* and *Master Black Belts*, *Breakthrough Strategy*, and *SSA Navigator* are all trademarks and/or service marks of the Sigma Consultants.

## ISO CONFERENCE

Continued from page 3

process.

More than 1,500 managers will be surveyed to identify changes that have occurred in quality management during the last five years. A series of focus groups, meetings, and content reviews will be held. The certification department plans to make the updated body of knowledge available to the public by spring 2000.

### ACSI Index Shows Decline in Customer Satisfaction

Customers' plummeting satisfaction with service in some industries within the transportation, communications, and service sectors contributed to a slight drop in national customer satisfaction, according to the most recent findings of the American Customer Satisfaction Index (ACSI).

The index dropped 0.5 points the first three months of 1999 — from

72.6 to 72.1 — ending its climb throughout 1998 but still above its all-time low score of 70.7 in 1997.

Airlines, network television news, and telecommunications companies received disappointing scores in their ability to deliver quality service. However, the newspaper industry, parcel delivery providers, and electric utilities gained growing approval, which helped offset the overall satisfaction score for the transportation, communications, and utilities economic sector.



# Coming Events By Bernard DOIRON, CQMgr, Programs Chair

Here are this season's events. Date, time and location will be confirmed as we progress into the year. Watch the Newsletter for details. I will be glad to answer questions and take your recommendations. You may contact me, **Bernard DOIRON** at (450) 653-4879 or fax (450) 653-5585.

Event Date	Description of Planned Event
10 November 1999	<b>Kaizen</b> — A presentation on a common sense approach and the total participation of employees, by Michel DAVID, VP Quality at Pratt & Whitney Canada.
January 2000	<b>Happy New Century</b> — Atoll DUSO discusses real-time tests of millennium bugs.
9 February 2000	<b>Annual General Assembly</b> – Your Section's annual report, election of the 2000-2001 Executive Committee, and a chance to voice your opinion.
8 March 2000	<b>ISO 9000: 2000 — An Update.</b> A very interesting topic as the final approval of the standard approaches. We will learn of the latest tweaks from R. STEPHENS, Chairman of the Canadian ISO TC 176 Committee.
12 April 2000	<b>ISO 9000: 2000 — The Registrar's Point of View.</b> Representatives of QMI, Samson, Belair, Deloitte and Touche and SGS will give us an overview of their policies on the implementation of the new standard.
10 May 2000	<b>New and Not-So-Old Members' Night.</b> A social opportunity to exchange with other members and your Executive Committee.



## SECTION NOTICES

Here are the deadlines for the upcoming Newsletters. Call **JP AMIEL** (514) 280-5412 or e-mail me at [jpamiel@asqnet.org](mailto:jpamiel@asqnet.org)

Issue	Deadline Date
November 1999	15 October 1999
January 2000	12 November 1999
February 2000	14 January 2000
March 2000	11 February 2000
April 2000	17 March 2000
May 2000	14 April 2000
June 2000	12 May 2000
July 2000	9 June 2000

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**YOU ARE MOST CERTAINLY WELCOME !!**

Executive Committee meetings are open to all members. Come and share your ideas with us. If you wish to attend, or want more information, please contact **Robert FAIRBAIRN** (514) 334-3835 or **Ray DYER** at (514) 483-5001.

— — — — —

**Corrections to your ASQ file ? ?**

Anytime is a great time to update your member records. Only **you**, can correct it by calling **ASQ** at **1-800-248-1946**.

EXECUTIVE COMMITTEES	
Date	Meeting Type
20 Oct. 1999	Executive
17 Nov. 1999	Executive
15 Dec. 1999	Executive
19 Jan. 2000	Executive
9 Feb. 2000	Annual Assembly
15 Mar. 2000	Planning / Training
19 April 2000	Planning / Training
17 May 2000	Executive
14 June 2000	Executive



# Members' Corner

Welcome to the following new members !!!

- ◆ Guy Audy, Sorevco Inc.
- ◆ Jean Authier, Laboratoire B-Sol Ltd
- ◆ Michael Bieganowski, Pyramid Transit
- ◆ Mitchell S. Beim, QMI
- ◆ Yann Boutin
- ◆ Joseph Cianci, IA Rail Canada, Inc
- ◆ Maureen Cook, Nortel Networks
- ◆ Peter Corbiere, American Iron & Metal
- ◆ Marc Dumouchel, Wire Rope Industry
- ◆ Sonia Duquette, Johnson and Johnson
- ◆ Kathy E. Dyck, Ivaco Rolling Mills
- ◆ Michelle Dallaire, Margo
- ◆ Michel Demers

- ◆ Robert D. Fisher, Consumers Glass
- ◆ Manon Fortier, Towers Perrin
- ◆ Rene A. Gelinas, UQTR
- ◆ Nancy Houde, PCI Chemicals Canada
- ◆ Carol Kavanaugh, CF Kavanaugh & Associates
- ◆ Kulwinder Kaur
- ◆ Walter Kirner, National Bank of Canada
- ◆ Nathalie L'Ecuyer, Bristol-Myers-Squibb
- ◆ Manon Lavoie, Main Knitting Inc
- ◆ Dominique Lemay, STCUM
- ◆ Roger Lemieux, B-Sol Ltd
- ◆ Kai Wai Vincent Leung
- ◆ Lucy Martineau, SSA Recruitment

- ◆ Marc A. Mathieu, Unifix
- ◆ Quirino A. Meneghini, Bell Canada
- ◆ Ganesh S. Pandey
- ◆ Nick Pantazis
- ◆ Renee-Claude Paradis-Pelletier
- ◆ Steve Perreault, Beauce Composites
- ◆ Cesar Pinedo, Dynacast Canada Inc
- ◆ Guy Plouffe
- ◆ Kevin Ramesan, TS Intertek
- ◆ Marc Rougeot, Harmon Keystone Canach Inc
- ◆ Michel Sauve
- ◆ Anne Savard, Seagram Corp
- ◆ George S.S. Siha, TAT Technology
- ◆ Sarah Sisso
- ◆ Thomas Znoj, Napierville Refineries



## Congratulations to the following ASQ-Certified members :

### Certified Mechanical Inspector

- ◆ Serge CHARTIER, Exceltor

### Certified Quality Manager

- ◆ Henrie FAURE, Air Liquide,
- ◆ David GOBBY, Concordia University

### Certified Quality Engineer

- ◆ Hugues SIMARD, Cybernostic Inc

### Certified Quality Auditor

- ◆ JP AMIEL, STCUM
- ◆ Jean AUTHIER, B-Sol Ltd
- ◆ Marc CHATILLON, Laboratoire de Beton (1997) Ltee
- ◆ Andre CONTANT, CRCAC Inc
- ◆ Chantal P. TARDIF, Dana Canada Inc.
- ◆ Serge ZAGURY, Gildan Active Wear

## ASQ Certification Exam Dates

CERTIFICATION	EXAM DATE	APPLICATION DEADLINE
CQT, CMI, CRE, Certified Quality Manager	16 October 1999	20 August 1999
CQE, CQA, CSQE	4 December 1999	8 October 1999
CRE, RAMS Conference	4 March 2000	27 January 2000
CQT, CMI, CRE, Certified Quality Manager	4 March 2000	7 January 2000
CQE, CQA, CSQE	3 June 2000	7 April 2000
CQT, CMI, CRE, Certified Quality Manager	21 October 2000	25 August 2000
CQE, CQA, CSQE	2 December 2000	13 October 2000

# EMPLOYMENT OPPORTUNITIES

## SOFTWARE QUALITY ENGINEER

CAE Electronics Ltd. is a multinational company specializing in real-time simulation and control systems for high technology applications.

### ◆ QUALIFICATIONS :

- Bachelor Computer Science or Engineering.
- Previous in quality assurance experience.
- Knowledge of modern software development techniques.
- Knowledge of ISO 9001.
- Excellent communication skills in both languages.

### ◆ POSITION PROFILE :

- Review of software requirements, software design and code.
- Perform software process audits.
- Review of existing software development practices and implementing process improvements.
- Provide reports to senior management and customers on quality issues.

Please note the reference number TE3438 before calling. Send your resume to :

Annie CORRIVEAU at Fax : (514) 340-5335

## INSPECTORS, PART-TIME

So as to meet special demands or during vacation periods, the Quality Department of C-MAC METALTEK requires the services of an inspector on a temporary basis and with experience in manufacturing.

The candidate must be available on demand, within a reasonable notice. Retirees would be considered.

### Requirements:

- Background in mechanical inspection

Please send your resume to :

Mr H. GENDRON

Human Ressources

C-MAC METALTEK

12 Hotel de ville

Dollard des Ormeaux, Qc

H9B 2P5

Email: [hbergeron@metaltek.ca](mailto:hbergeron@metaltek.ca)

## MECHANICAL SOURCE INSPECTOR

INDEPENDENT CONTRACT WORK  
IMMEDIATE OPENINGS!

Location : North Montreal

Start date : ASAP

Frequency : 40 hrs./week

Duration : 6 mos.

Job description :

Mechanical Source Inspection of castings, forgings, machined parts, weld inspection, first article inspection, use of precision measuring instruments, interpretation and practical application of specifications, drawings, mylars, certs. Good written and verbal communication skills. NDT Level II (x-ray, magnaflux, penetrant) current certification is a MUST!

Contact : **Kristine Alderfer**,

Project Supervisor

EA International Technical Services, Inc.

Telephone : 800 544-1993 or 1 (714) 544-5835

Fax. 1 (714) 544-0824

E-mail: [EA.International@worldnet.att.net](mailto:EA.International@worldnet.att.net)

## ASSISTANT QUALITY MANAGER

We have an immediate permanent position for an **Assistant Quality Manager** in Montreal with the following qualifications:

Reporting to the Director of Quality, the successful candidate is a dynamic and self motivated individual with strong interpersonal, organizational and leadership qualities. He/she should have excellent communication skills and the ability to analyze and resolve quality issues.

Technical knowledge in mechanical engineering and computer skills are required (database and spreadsheet). The candidate should have a good knowledge of ISO 9000 with 2-3 years experience in a manufacturing environment. Bilingualism is a asset.

Please send your Resume in strict confidence to either **David MESRI** or **Pierre MICHEL**.

Mail: TAT Technology,

5975 Andover, Town of Mont-Royal, QC

H4T 1H8

Fax: (514) 737-7111

E-mail: [pm.rahal@tattech.com](mailto:pm.rahal@tattech.com) / [d.mesri@tattech.com](mailto:d.mesri@tattech.com)

# Conciliation at Work — Different Approaches

A magazine review by Eric STERN, Treasurer



Here is a summary of some interesting articles on the new work environment found in the latest *CommuniQué*. It is published three times a year to 7,000 readers by the Human Development and Leadership Division of ASQ. It starts with a three-page section of heated letters to the editor debating an earlier article. In his *Editor's Note*, Tony JUNCAJ had raised the earlier controversy. In this edition, he laments the difference between the politically correct statements made by business gurus and CEOs and the reality for those losing their jobs or being hi-

red to "blindly take orders".

Marek WAKULCZYK and Rev. Bob SPARKS discuss "*Change Agents — Avoiding Burnout*". I imagine that most, if not all of us, belong in this category. They recommend self-awareness, trusted

« We're in charge of our own career — in essence we are all self-employed. »

agents (friends), collaboration, goal setting, an inspiring environment and role separation — that is diversity and balance of our roles.

In "*Taking Charge*", Paul

KNUDSTRUP recommends three maxims for the work environment :

1. We're in charge of our own careers — in essence we are all self-employed.
2. Make a commitment to continuous learning — new skills, new ways of thinking, new approaches to new challenges.
3. Your next job is probably going to look very different from your last job — look beyond it.

In "*Mutual Expectations*", A.J. DEEDS describes a 4-8 hour process to resolve conflicts. The process is proprietary to **Team Quality Development Inc.** and can be used

See *CONCILIATION* on page 10

## Ensuring Supplier Y2K Readiness

By Linda Lee WAWRZY尼亚K (Extracted from ASQNet.org)

Our job as quality practitioners, is to ensure products and services meet customer requirements at every stage of each process. To accomplish this, quality must start when the organization designs the product or service, contracts suppliers, and receives raw materials, goods or services. Consequently, it is crucial to consider how year-2000 (Y2K) problems affect suppliers and, thus, the organization itself.

A Y2K Plan should consider all areas where failures *could* occur. Relying on suppliers to be ready for the year 2000, without monitoring them somewhat, is placing a lot of faith in systemic accuracy. We have learned from experience that it is rarely the case (We wouldn't need *ISO-9000* if it were).

### Monitoring preparedness

Ensuring a suppliers' ability to

meet requirements means taking some precautionary steps.

Scan production schedules and consider areas where critical timing constraints could occur due to supply shortages. Identify those suppliers first and prioritize your list.

Talk to the supplier's management to assess their commitment level. Is there a solid plan to provide resources and to insure resolution of all possible "hiccups"? Would management follow untraditional procedures in order to solve problems? If not, make contingency plans — order more product or have the supplier stock additional product.

Meet the supplier's quality team, review or create control plans with Y2K considerations. Talk with the production team and review their contingency plans.


If a supplier claims Y2K compliance, look at his plans and procedures dealing with computer-

controlled areas affecting production. Verify that he has addressed or upgraded all date dependent areas.

Finally, ask what are the plans in case of undue absenteeism due to Y2K events. Share your own plans.

### A matter of trust?

Many suppliers may say they are "ready". It's possible that a supplier has the best of intentions but has not been as thorough as he should have been. In the final analysis, this oversight could be harmful to your organization.

Taking the extra effort to ensure suppliers are Y2K compliant, may pay-off in fewer worries or problems at the turn of the century. 

Linda Lee WAWRZY尼亚K is a quality engineering consultant in South Bend, IN. and holds a bachelor's degree in industrial technology from Purdue University.



Join the Ranks of over 32,000 Companies  
Worldwide

# UPCOMING TRAINING COURSES

GO WITH THE PROFESSIONALS

- **IMPROVE** your quality management system
- **LEARN** the principles and practices of quality system assessment
- **GAIN** a better understanding of the ISO 9000 quality standard
- **BECOME** a skilled quality system auditor
- **APPLY** these principles to the performance of an audit
- **DEVELOP** a culture of continuous improvement

## ISO 9000

### Lead Auditor - \$1595

September 20th - 24th (English - Montreal)

October 25th - 29th (Montreal - French)

November 22nd - 26th (Montreal - French)

December 13<sup>th</sup> - 17<sup>th</sup> (Montreal - English)

### ISO 9000 Internal Auditor \$795

October 20th - 21st ((Montreal - French)

November 18th - 19th (Montreal - English)

### Quality Documentation \$295

Dates to be Arranged

## ISO 14001

### Lead Auditor - \$1795

September 20th - 24th (Mississauga)

October 25th - 29th (Mississauga)

November 22nd - 26th (Mississauga)

December 6th - 10th (English - Mtl)

### ISO 14001 Internal Auditor \$795

October 12th - 13th (Mississauga)

November 3rd - 4th (English - Montreal)

### ISO 9000 / 14001 Integration \$795

November 16<sup>th</sup> - 17<sup>th</sup> (English - Montreal)

### ISO 14001 Environmental Aspects Workshop \$295

September 28th (English - Montreal)

November 22nd (English - Montreal)

## QS-9000

### Internal Auditor

\$795

October 12th - 13th (Mississauga)

## ISO 9000:2000

### Seminar \$295

October 5<sup>th</sup> (Ottawa)

October 6<sup>th</sup> (Montreal - English)

November 17<sup>th</sup> (Montreal-French)

## HACCP

Dates to be Arranged

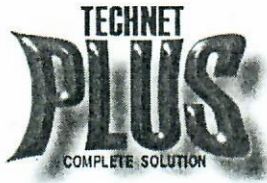
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SGS International Certification Services Canada Inc.





- ◆ Small Business Computer Systems Network Support
- ◆ Installation and Service
- ◆ Intranet, Computer Upgrade and Consulting

**Elie HASSAN**

*Network Specialist, MCSE*

*Microsoft Certified Professional*

Tel : (514) 823-7988 Fax : (514) 486-5705

Email : TNetplus@AOL.com

**Thomas  
Cook**

Groupe Thomas Cook  
(Canada) Limitée  
chez Eaton  
677 Ste Catherine O.  
Niveau Métro  
Montréal, Québec, H3B 3Y6

**Esther Simony-Amiel**  
**Travel Consultant**

Telephone: (514) 284-7388  
Fax: (514) 281-1441



## Conciliation

*Continued from page 8*

as long as there is no fee charged and they are mentioned as a developer. The six steps are :

1. An introduction by a facilitator to explain the workflow, listening without excuses and building a performance scale.
2. Each group separately documents their own expectations and performance at the interfaces.
3. The groups report their expectations and performance. The listening group can only ask for clarifications or concrete examples (Facilitation is important at this stage).
4. The groups analyze the inputs. They expose what they do well, what they can change to better meet the expectations, what can they start doing as expected by the others and what they are willing to do as part of the missed expectations.
5. The groups then report what they are willing to do. Champions from each group work on joint action plans.
6. The expectations and action plans are documented and distributed to the participants. A feedback mechanism is put in

place to promote dialogue should expectations not be met.

In a second article A.J. DEEDS describes another process used in communities and organizations to create a shared vision, action plans, intentions and to take responsibility for plans, build commitment to implement a vision or strategy, or to initiate rapid action on complex issues where no coordinating structure or shared vision exists.

"*Future Search*" is effective when new leadership takes over, when the market, technology, customers, economy or population change rapidly, or when opposing parties need to meet with no good forum available. Thousands of conferences have been held in communities, organizations, and in companies.

The conferences involve 60-70 people in two and a half day sessions. It allows them to see the big picture, set aside problems and work toward a common outcome. Stakeholders in a system attend the whole time.

The conference is organized by a steering committee and covers six tasks :

1. The past: Where we've been.
2. The present: Trends affecting us

and what we are doing now.

3. Prouds and Sorries.
4. The Future: What we want to do.
5. Discovering common ground.
6. Building action plans.

Participants are surprised at how much they agree upon and how many values they hold together. They discover capabilities they did not know they had and take actions they did not believe were possible. What changes is the set of conditions under which interactions take place, *not* the values, styles or deeply held beliefs. Renewed enthusiasm and greater action results from intrinsic or internal motivation rather than external incentives.

While the process is simple, figuring out the appropriate tasks is hard work. Success hinges on the steering committee. Also, the approach cannot make up for ineffective leadership or domineering leaders, convince skeptics to go forward or reconcile deep-seated differences in values.

Early research by process originators Marvin WEISBORD and Sandra JANOFF, show a range of positive impacts and degrees of change. Visit their web site is at [www.futuresearch.net](http://www.futuresearch.net).

[www.futuresearch.net](http://www.futuresearch.net)

**Samson Bélair  
Deloitte &  
Touche**



1, Place Ville-Marie  
Suite 3000  
Montréal QC H3B 4T9

**A**ll our courses are given using world-class techniques including state-of-the-art audio-visual presentation, workshops, interactive lectures, quizzes and team-based exercises. Our approach is centered on the reality companies are face in implementing and maintaining their quality system.



# Quality Systems Training



**New  
Schedule**

## 1. Certified ISO 9000 Lead Auditor

**A MUST DO**

This intensive five day course includes an in-depth analysis of the audit cycle, the ISO 9001 standard and its application.



November 22<sup>nd</sup> to 26<sup>th</sup> (Montreal)  
February 7<sup>th</sup> to 11<sup>th</sup> (Montreal)

\$1,395 \*

## 2. Certified internal auditor

**NEW IN CANADA  
AND ONLY AT SB/D&T**

A three day interactive course that includes an in-depth analysis of the audit cycle and the ISO 9001 standard, workshops, interactive lectures, quizzes and team-based exercises. This course will enable you to become a RAB registered internal auditor.



October 6<sup>th</sup> to 8<sup>th</sup> (Montreal)  
December 15<sup>th</sup> to 17<sup>th</sup> (Montreal)  
February 23<sup>rd</sup> to 25<sup>th</sup> (Montreal)

\$995 \*

## 3. ISO 9001 :2000 overview

**A MUST SEE**

A half-day course (4 hours) detailing the changes made to the ISO 9001 standard for the year 2000, based on committee draft 02.

September 29<sup>th</sup> 1:00 PM (Quebec)  
October 12<sup>th</sup> 1:00 PM (Montreal)  
November 4<sup>th</sup> 1:00 PM (Chicoutimi)  
November 9<sup>th</sup> 1:00 PM (Montreal)  
December 6<sup>th</sup> 1:00 PM (Montreal)  
February 22<sup>nd</sup> 1:00 PM (Montreal)

\$195 \*

## 4. Using ISO 9000 to generate profits

**A MUST KNOW**

A one-day course that will show you how to use profitability techniques through your ISO 9000 system to generate more profits.

French only  
For more information  
contact us.

\$475 \*

## Fax Back

Register me: course: \_\_\_\_\_ date: \_\_\_\_\_

Send me detailed course information

Send to (514) 390-4100

For more information, contact us at 1 800 361-7525 (ext. 7174)

Name: \_\_\_\_\_

Company: \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

\* Taxes not included

# ASQ Certification Refresher Courses

## Montreal Section 1999-2000 Season



The Montreal Section will offer courses intended to prepare you for the ASQ certification exams.

All courses are offered in **English**, which gives an advantage for Francophones as it will help them improve their knowledge of English, the language used in the ASQ examinations. The examinations require that candidates have a broad, and at the same time a detailed knowledge, of the topics in the body of knowledge.

Work experience acquired by many candidates *is not sufficient preparation* for these examinations. You will be expected to do homework to ensure understanding of the topics covered.

### Certified Quality Engineer

The course covers cost of quality, human resources, inspection, metrology, sampling, reliability, quality audit, statistics, design of experiments, process improvement and modern management methods for improving quality. The intensive CQE refresher course


gives the student a thorough preparation for the exam.

### Certified Quality Auditor

This course will cover the same general topics as ISO 9001 with the addition of basic statistics. Students will be expected to do case studies during the course. The course topics include : audit objectives, audit preparation, audit conduct, audit reporting and basic statistics.

### Certified Mechanical Inspector

The candidate will require basic knowledge in geometry, instrumentation, reading drawings, mechanical processes, inspection, sampling, probability and statistics. The refresher course covers these topics.

Call **David Tozer** (514) 697-3831 or at [tozerdd@sympatico.ca](mailto:tozerdd@sympatico.ca) for information. Other courses are available on request. .

Schedule	Duration	Member Fee	Non-member
<b>Fall 1999</b>			
Certified Quality Auditor Refresher	7 weeks	\$649	\$749
<b>Winter 1999</b>			
Certified Quality Engineer Refresher	10 weeks	\$899	\$999
Certified Mechanical Inspector Refresher	7 weeks	\$649	\$749



### ASQ – Montreal Section Course Registration Form

Please check course :  CQE  CQA  CMI Fees: \_\_\_\_\_

Last Name : \_\_\_\_\_ First Name : \_\_\_\_\_

Company : \_\_\_\_\_

Company Address : \_\_\_\_\_

City : \_\_\_\_\_ State/Province : \_\_\_\_\_ Country : \_\_\_\_\_ Postal Code : \_\_\_\_\_

Home Address : \_\_\_\_\_

City : \_\_\_\_\_ State/Province : \_\_\_\_\_ Country : \_\_\_\_\_ Postal Code : \_\_\_\_\_

Send form and registration cheque to:

**David Tozer, ASQ Education Chairman, 159 chemin Stillview, Pointe-Claire, Québec, H9R 2Y1**

# QMI ISO 9000 Training Courses

## ▪ **ISO 9000** **FOR THE INTERNAL AUDITOR**

### **WHO SHOULD ATTEND?**

Individuals who will be responsible for conducting, managing or participating in internal audits within a manufacturing or service environment.

**DURATION:** 2 days

### **OBJECTIVES:**

Through presentations and case studies in practical workshops, this course will provide participants with an understanding of the internal audit process and focus on program development and implementation with emphasis on planning, execution and follow-up.

### **PREREQUISITES:**

ISO 9000 training or equivalent experience/knowledge of the standard is an asset when taking this course.

### **OUTLINE:**

- Audit preparation
- Opening the audit
- Gathering information
- Psychology of auditing
- Post-audit meetings
- Audit reporting/writing
- Audit follow-up activities

### **COURSE MATERIAL INCLUDES:**

ISO 9001:1994 Quality Systems – Model for Quality Assurance in Design, Development, Production, Installation and Servicing

ISO 10011-1:1990 Guidelines for Auditing Quality Systems – Part 1: Auditing

ISO 10011-2:1991 Guidelines for Auditing Quality Systems – Part 2: Qualification Criteria for Quality Systems Auditors

ISO 10011-3:1991 Guidelines for Auditing Quality Systems – Part 3: Management of Audit Programmes

Manual & Audit Checklists

## ▪ **ISO 9000** **FUNDAMENTALS**

### **WHO SHOULD ATTEND?**

Individuals who have little or no knowledge of the ISO 9000 series of standards and want to gain an overview understanding of the requirements for the development of a quality management system.

**DURATION:** 2 days

### **OBJECTIVES:**

This course will provide participants with basic familiarity of quality principles and systems as well as essential information to enhance their organization's strategy for complying with the standard during the implementation of a quality system.

This course meets the prerequisite requirements for all of the ISO 9000 Internal Auditor courses and the Lead Auditor Training course.

### **PREREQUISITES:**

None

### **OUTLINE:**

- Quality background and concepts
- Understanding the applicability of the standards
- Quality system documentation and structure
- Implementation strategies
- The Registration process

### **COURSE MATERIAL INCLUDES:**

ISO 9001:1994 Quality Systems – Model for Quality Assurance in Design, Development, Production, Installation and Servicing

ISO 9004-1:1994 Quality Management and Quality System Elements – Part 1: Guidelines

ISO 9004-2:1991 Quality Management and Quality System Elements – Guidelines for Services

CSA ISO 9000 Essentials Handbook

# ISO 9000 & ISO 14000

# 1999

## TRAINING DATES IN MONTREAL

- 
- **ISO 9000**  
FUNDAMENTALS **\$795.00** PLUS GST  
November 15-16

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  - **ISO 9000**  
ESSENTIALS FOR MANUFACTURING **\$795.00** PLUS GST  
October 12-13 (F)

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  - **ISO 9000**  
INTERNAL AUDITOR FOR MANUFACTURING **\$795.00** PLUS GST  
October 14-15 (F)

---

  - **ISO 14000**  
EMS ESSENTIALS **\$895.00** PLUS GST  
October 4-5

---

  - **ISO 14000**  
EMS INTERNAL AUDITOR **\$895.00** PLUS GST  
October 6-7

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  - **ISO 9000\***  
QUALITY MANAGEMENT SYSTEM LEAD AUDITOR **\$1,695.00** PLUS GST  
November 22-16 \*ANSI-RAB NAP Accredited. Meets training portion requirements for IATCA auditor certification.

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  - **ISO 14000\***  
ENVIRONMENTAL MANAGEMENT SYSTEM LEAD AUDITOR **\$1,995.00** PLUS GST  
October 18-22 \*ANSI-RAB NAP Accredited.
- 

DURATION FOR ALL COURSES (EXCEPT THE LEAD AUDITOR COURSES) ARE FROM 9:00 AM TO 4:30 PM EACH DAY.  
THE DURATION FOR LEAD AUDITOR COURSES ARE 8:00 AM TO 6:30 PM (MONDAY TO THURSDAY) AND 8:00 AM TO 3:00 PM (FRIDAY, WITH AN EXAMINATION)  
FEES INCLUDE COURSE MATERIALS, APPLICABLE STANDARDS, CONTINENTAL BREAKFASTS AND LUNCHES.

*To register for these courses, please call:*

**QMI, Client Services**

865 Ellingham Street, Pointe Claire (Montreal), Quebec H9R 5E8

Tel: (514) 428-2491 ▪ Fax: (514) 694-9697 ▪ (888) 723-7755


*We would be happy to provide you with a full course calendar and course descriptions.*





# The Section Management Program

by Robert FAIRBAIRN, SMP Chair, Robf@aei.ca

It's on to a new season. Your new executive is carrying on with ASQ's **Section Management Program** (SMP). A program designed to help the Executive Committee stay focused and on track of what they're doing as a **Section**. Here's a brief description of the 1999-2000 year program. 

Objective 1999-2000	Objective Mentor	ASQ Objective	Due Date
1. The section will <i>continue</i> to recruit new members on the Executive Committee.	<i>K. Forcier</i>	A3	March 2000
2. The Section will <i>increase</i> overall participation of new and regular members at events.	<i>S. Zagury</i>	A5, B4	July 2000
3. The section will <i>continue</i> to survey members to determine needs and measure satisfaction.	<i>I. Alli</i>	A1, A2	July 2000
4. The section will <i>continue</i> to recruit and train Section leaders, locally or with other sections.	<i>R.E. Dyer</i>	C3	July 2000
5. The section will <i>increase</i> the network of related organizations.	<i>R.E. Dyer</i>	A2, D1	July 2000
6. The Section will <i>continue</i> to improve and maintain its web site activities.	<i>N. Dickinson</i>	A2, A3, A4	July 2000
7. The section will <i>continue</i> to promote Koalaty Kid, the Section, and quality awareness locally.	<i>W.M. Berlin</i>	D1	July 2000
8. The Section will <i>increase</i> promotion and enlarge scope of Section quality awards locally.	<i>J.-P. Amiel</i>	D2	July 2000
9. The Section will <i>increase</i> outreach by investigating the creation of a student branch.	<i>R. Fairbairn</i>	A2, A4	July 2001
10. The section will <i>continue</i> to improve on-line effectiveness of its Executive Committee.	<i>E. Stern</i>	A3, B4, C3	July 2000
11. The section will <i>continue</i> to improve member satisfaction at events by providing appropriate events for membership.	<i>B. Doiron</i>	A1, A2, A3, A4, B4, A1,	July 2000
12. The section will <i>continue</i> to offer training courses for ASQ certification programs.	<i>D. Tozer</i>	A5, C3	July 2000
13. The section will <i>continue</i> to increase awareness and interest in Section activities.	<i>J.-P. Amiel</i>	A3, A4, A5	July 2000
14. The section will <i>continue</i> to promote and increase awareness of ASQ certification programs and grades.	<i>N. Dickinson</i>	A5, D2	July 2000



**IT'S TIME TO RENEW YOUR MEMBERSHIP**

**Don't delay, call ASQ at 1-800-248-1946**

The Montreal Section Newsletter is prepared by its members and published 8 times a year for members and friends.

**Postal address of the Section :**

PO Box 39, Côte Saint-Luc Station,  
Côte Saint-Luc, Qc, H4V 1H8

**Electronic address of the Section :**

n.dickinson@asqnet.org

**Editorial team :**

JP AMIEL                      Eric STERN  
Raymond DYER              Robert FAIRBAIRN

**Newsletter Editor :** Jean-Pierre AMIEL, CQA

**Phone :** (514) 280-5412 **Fax :** (514) 280-6004

**Email :** jpamiel@asqnet.org

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

**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 designated **Section 0401**.

**Our mission**

« *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

**OFFICERS 1999/2000**

**Chair and SMP Coordinator :**

Raymond DYER  
(514) 483-5001

**Vice-Chair :**

Keith FORCIER  
(450) 434-0216

**Secretary :**

Robert FAIRBAIRN  
(514) 334-3835

**Treasurer :**

Eric STERN  
(514) 483-6264

**Programs & Arrangements :**

Bernard DOIRON  
KAYI  
(450) 653-4879

**Membership :**

Dr Intez ALLI  
McGill University  
(514) 398-7920

**Newsletter, Publicity & Awards :**

Jean-Pierre AMIEL  
STCUM  
(514) 280-5412

**Education :**

Dr David TOZER  
(514) 697-3831

**Section Internet Liaison :**

Norman DICKINSON  
(514) 334-6102

**Data Chair :**

Serge ZAGURY  
Gildan Active Wear  
(514) 735-2023

**Recertification/Examining :**

Norman DICKINSON  
(514) 334-6102

**Koalaty Kid/Internet Liaison :**

Wanda BERLIN  
(519) 870-5234

**Directors :**

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**ASQ Your Quality Source**

**Newsletter advertising rates — Still the best in town**

**R**ates 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 **Jean-Pierre AMIEL, Newsletter Editor & Publicity** at (514) 280-5412 or e-mail at **jpamiel@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.asq.montreal.qc.ca**