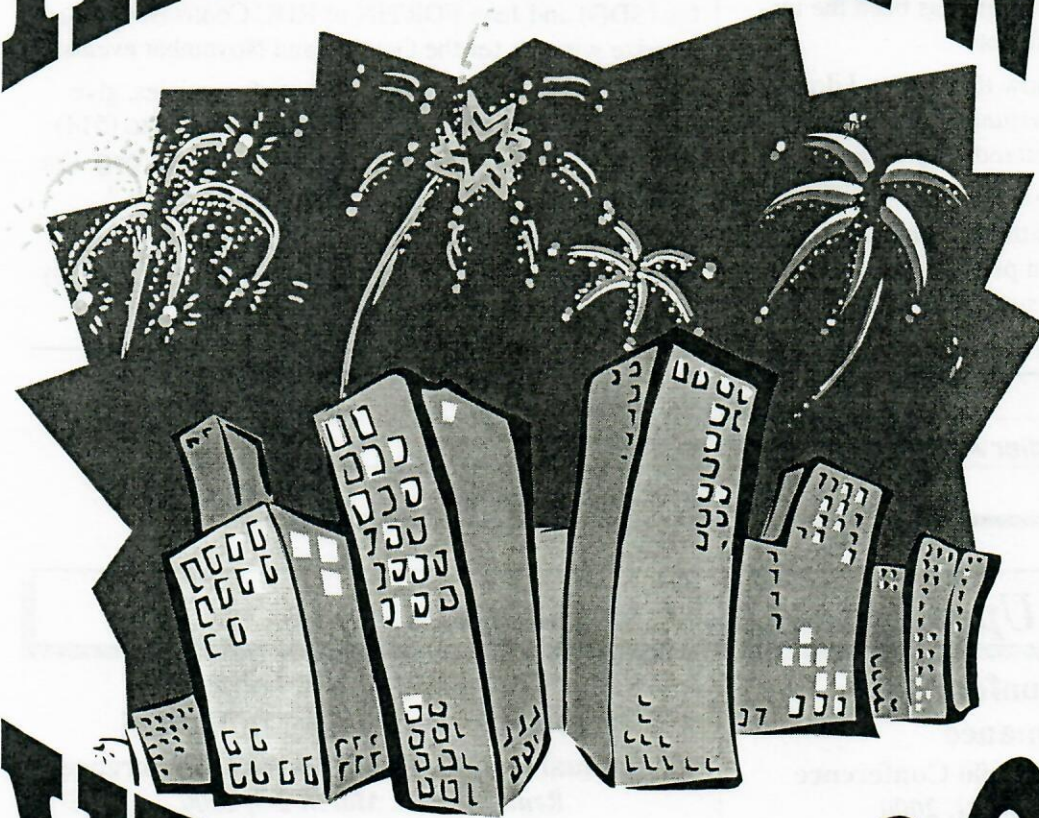




The objective of the Newsletter is to increase awareness, interest and involvement in Section activities and quality-related subjects.

HAPPY NEW



YEAR 2000

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Special points of interest:

- Not the Best Years of Their Lives Part 2
- Kaizen — Pratt & Whitney Style
- Montreal Section Executive Committee Highlights
- Survey Rating Scales — The Pros and Cons
- What To Do If Your ASQ Certification Is Due
- Montreal Section Recognition Awards
- Montreal Section Education Program

**Best Wishes for
a happy and prosperous
new millenium.
Your Executive Committee**



The Editor's Corner

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

The beginning of a New Era

The new millenium is finally around the corner. Will we be in the dark at the stroke of midnight? Will the world end? How should I know? There's enough people out there working at making it impossible to happen. I usually wait for my chickens to hatch....

What I do know, is that over the last forty some odd years, there have been many incredible changes in the way we make things and do business. The last ten, especially, have been the most dramatic. That little chip of silicon that is now found everywhere has been the major, if not *the* most, important factor.

Our *profession* must also follow that rythm. I don't mean that we should become *virtual* qualiticians, but we should take a moment to understand who we are, where we've been and where we will, or should, be going.

How? Well, you might have attended our Six Sigma event. If you missed our Kaizen presentation (quite an evening) you can still read the summary in this Newslet-

ter. You should also plan to attend our next two education events on ISO-9001 Y2K, they will offer two perspectives of that new edition.

In the meantime, this Newsletter brings you Part 2 of the history of ASQ through the memories of its contributors — a learning experience.

If you know someone who has contributed to the enhancement of the quality profession, his peers would like to recognize him. Look for more details inside.

Congratulations to Chantale TARDIF of Dana Canada Inc (SDD) and Jean FORTIN of RDC Controls, our do-or prize winners for the October and November events.

To comment or to propose subjects for articles, give me a call at (514) 280-5412, fax your thoughts to (514) 280-6004 or e-mail them at jpamiel@asqnet.org. I'm still looking for a Newsletter editor, why not you ?

By the way, *Y2K* also marks the Montreal Section's **50th anniversary**. Contact **Bernard DOIRON** at (450) 653-4879 for your celebration suggestions.?

Thanks to our sustaining members

Bombardier Aerospace

Hydro-Québec

CGI

Oerlikon Aerospace Inc

Upcoming ASQ Conferences

Moving from Conformance to Performance

ASQ's 7th Annual ISO 9000 Conference
Dallas, TX, March 20-21, 2000

This conference will offer the latest information about changes to the ISO 9000 standard, the structure of the family of ISO 9000 standards, and their implications for industry.

It is designed to deliver in-depth sessions, discussion groups, workshops, and networking opportunities. You'll have the opportunity to discuss previews of the revisions, find out about its impact on service companies and gain valuable insight to improving your internal audit function, management buy-in, and customer satisfaction.

Registration information at ASQ at 1-800-248-1946 or at www.asq.org. Request Item B0424.

Auditing at the Edge

Moving from Vertical to Virtual
9th Annual Quality Audit Division Conference
Reno, Nevada, March 2-3, 2000

The landscape of business is changing as we move into the new century. Companies are tearing down the traditional vertical organizational silos, and moving to virtual partnering. Products and services are outsourced to companies with their own defined requirements, yet still accountable to the prescriptions of their customers.

This conference focuses on the changing role of the auditor, working at the edge of the virtual age.

Registration and information at ASQ 1-800-248-1946, ask for **Item B0395**.



A Word or Two from Your Chair

by Raymond DYER (CQA, CQMgr), Section Chair
redyer@asqnet.org

Come together, right now, over me...

Many of you have no doubt heard this classic *Beatles* tune in recent commercials concerning **Nortel Networks** and its role in our ever evolving Internet environment. This tune has several meanings for me that I would like to share with you.

First, as of 15 November 1999, I started working for Nortel Networks as "Senior Manager, Quality - Quality Prime for Passport, Access, & Cornerstone". It's an extremely interesting opportunity that will involve ensuring the overall Quality System in place assures this rapidly growing product family succeeds. Nortel Networks is a strong company (look at their stock prices !) with numerous interesting challenges, especially in an area dear to my heart ie. the Internet.

That brings me to the next reason why this song has meaning. In my previous role as Internet Liaison and in my current role as Chair of this section, one of my intentions has always been to make the most effective use of Internet technology to bring together our members and to reinforce the value of our Quality net-

work. Our Newsletter Editor, J.P. AMIEL, has long shared this value by putting our popular *Newsletter* on the web. Norman DICKINSON, Internet Liaison, has not only progressed our web site much further but has now followed up on my initial intention by preparing a very short, postage paid, survey to help us assess just how beneficial *you* feel the Internet is for our section and for you, our member. Please help us serve you better by filling out this survey and sending us your feedback as quickly as you can.

Last but not least, the tune has special meaning because my 6 year old son really likes it and tells me whenever it plays on the TV. I was proud to tell him I would work for the company that plays the song. I am hopeful this technology will improve the quality of information and thus the quality of life for my son and for future generations. I am optimistic (contrary to many others) that year 2000 will bring about many wonderful opportunities for ourselves and our children.

Have a happy new millennium and I look forward to seeing you at our events. Q

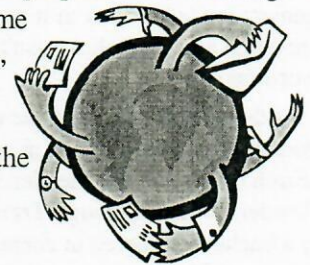


Web Access and Member Use Survey

By Norman DICKINSON, Internet Liaison
n.dickinson@asqnet.org

About one quarter of our members are visiting our new web site regularly and this number is increasing. We know that not all persons have regular, personal, access to the internet, and we realize that some don't have any access at all. We also recognize that some of you can "*browse the web*" but not receive e-mail, for others it's just the opposite, while most can do both. If you have access at home, or, you can and do use your office internet access for personal use, we would like to know about it and determine the numbers.

I've included, with this Newsletter, a **survey card**. All **you** have to do is complete the card and drop it in the mail (It's anonymous). Postage is prepaid for mailing within Canada. This will assist me in designing a site that suits you, our members, and to get an idea of the proportion of members who do or don't have access to the net. Q



LOOKING FOR A CHANGE ??

CHECK YOUR SECTION'S NEW WEB PAGE FOR CAREER OPPORTUNITIES AT
WWW.ASQMONTREAL.QC.CA

The second of a three-part look at ASQ's fifty-three years history, as extracted and edited from www.asq.org.

Last month we introduced some early quality pioneers of ASQ's history as edited from www.ASQ.org. The story continues.

The Message is Published

B.H. LLOYD was another educator working in the area of sampling during the 1940s. A founding member of the **University of Toronto Engineering School** staff, Lloyd worked with the Canadian Inspection Board to speed inspection and reduce inspection costs of war materials and munitions. "The emphasis was on the application of technology," Lloyd said, "not nearly so much on the human input. The impact that people had on producing a quality product, although it was important in those days, there wasn't as much knowledge about how to do that—how to create the feeling among the workers that they had a job to do in creating a quality product. The emphasis was on following the technical procedures."

A Different Pathway

Richard T. TREFLA's story has a similar beginning to other early quality professionals, but the remainder has distinct differences. "Most of us felt like missionaries," he said. "We tried to teach the same viewpoints and powerful techniques of statistical inference. But our work fell flat on its face because you didn't have management control. Management tended to look at it as strictly a technical approach that wasn't really worth much."

At the time, Trelfa was one of the youngest people involved in paper research operations for the Hercules Powder Co. Even though Trelfa had only a bachelor's degree in chemical engineering, he had employees with doctorate degrees working for him. He taught many statistical quality control courses that generated much enthusiasm, but lessons weren't implemented because management wasn't interested.

Unlike most of the others, Trelfa did not devote his lifetime primarily to qua-

lity-related activities, although he said he always encouraged those he worked with to use statistical techniques. He left Hercules in 1951, became technical director and manager of a small paper mill, and later became an entrepreneur.

"If ... statistical techniques would have resulted in a reasonably rewarding lifetime, I would have done it," Trelfa said. "But it was just too frustrating because you kept getting stymied by the fact that management was not interested. And in those days, it wasn't so easy for someone my age—or even the Jurans of the world—to get to the top echelon in the United States." (*More on TREFLA, a Montreal Section member since 1946, in our next Newsletter—Editor.*)

A Bigger Step — The Big Screen

P.B. PROCTOR was a specifications writer for Johns-Manville. He had 61 books, each 2.5 inches thick, filled with formulas for the various products the company made. His boss was Simon COLLIER, whom Proctor said was "a gung-ho guy—very progressive."

Collier invited Proctor and co-worker Edward REYNOLDS to join him at a *War Production Board* course in Princeton, NJ. The speakers were people whom Proctor called "the pitchmen of statistical quality control and improving production" — Wareham, Edwin G. OLDS, and Holbrook WORKING. After four or five days, they were told they knew all about statistical quality control and to go and put it into effect in your plant. It wasn't so easy. The plant guys would say, 'You're a bunch of nuts.' " They would try to get the ideas across to them anyways.

At the time, departments had very defined duties, production made the product and was responsible for quality. Inspection control just looked over their shoulders. Histograms and control charts were developed, but didn't do much good. Ed Reynolds and Proctor got together and said, 'If only we had a *mo-*

ving picture, we could sell this idea a lot better than just going out there and working.' From that idea sprang the best-known visual aid used over the next few decades: "**Modern Quality Control**," an hour-long colour and sound film finished in 1947. It was designed for use within Johns-Manville facilities to sell these concepts to employees and, indirectly, to top management. It turned out to be much bigger than that.

"Reynolds was the spark plug on this thing and he wrote most of the script," Proctor said. "we pulled Wareham in to give us a hand editing the script and to make sure the theory was correct. We covered the basics of statistical quality control: charting the material, making histograms, plotting information, establishing limits for X-bar and R charts, and sampling. It took about a year to do it... during off hours, on Saturdays and Sundays, or in connection with a trip to a plant. We took pictures of various processes in a lot of our plants—things that would be of interest to our own employees. We did not intend to show it outside of Johns-Manville."

Wareham, who was interested in the project, told Collier he wanted to show the film at **ASQ's first annual meeting in Chicago, IL, in June 1947**. Collier didn't get approval to show it outside the company, as companies were very particular in those days, they didn't want to reveal anything that was secret about a process.

After the film was finished, Proctor and Reynolds anxiously awaited a projectable copy. The final ASQ annual meeting session was on a Friday night. On Thursday, Proctor got the projectable copy from Kodak. Said Proctor, "We showed it to the president of the company and the vice president for production that day. They gave the OK. So I took the train to Chicago Thursday night." The ASQ meeting closing event was labelled a *mystery program* as no

See ASQ History on page 15)

Coming Events

By Bernard DOIRON (CQA), Program 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
December 1999 January 2000	No planned events. Merry Christmas, Happy Chanukah, Good Ramadan, Happy New Year !!
9 February 2000	Annual General Assembly – Your Section's annual report, election of the 2000-2001 Executive Committee, and a chance to voice your opinion.
8 March 2000	ISO 9000: 2000 — An Update. 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	ISO 9000: 2000 — The Registrar's Point of View. 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	New and Not-So-Old Members' Night. A social opportunity to exchange with other members and your Executive Committee.



MONTREAL SECTION NOTICES

Upcoming Newsletter deadlines. To submit articles or comments, call **JP AMIEL** (514) 280-5412 or e-mail me at jpamiel@asqnet.org.
(* Extra Newsletter being published)

Issue	Deadline Date
January 2000	12 December 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

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.**

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. ☞

EXECUTIVE COMMITTEES	
Date	Meeting Type
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



Welcome to the following new members !!!

- ◆ John Clarke
 - ◆ Dominic Desmarais
 - ◆ Jean Desrochers
 - ◆ Jean-Louis Dumont
 - ◆ Roger Duquet, Harbour Industries Ltd.
 - ◆ Neil Gargul, Canadair Bombardier
- ◆ Neil Gargul, Canadair Bombardier
 - ◆ Fernand Geoffroy, Hobart Food Equipment Group Canada
 - ◆ Andre A. Lapointe, Astec Aps
 - ◆ Sorin D. Sterescu, Le Groupe MIR
 - ◆ Eddy Turner, Bombardier Aerospace



Quality Notes
JP AMIEL, Newsletter Editor

Grand Prix Québécois de la Qualité — Results

At the *Lancement du Mois de la qualité*, on 29 September, the Honourable **Lucien BOUCHARD**, Premier of Québec, awarded the first **Grand Prix Québécois de la qualité**.

The 1999 winners were **Baxter Corporation** (in Sherbrooke), **Harris Canada** (in Montréal), and the municipality of **Saint-Augustin-des-Maures** (In 1998, we hosted Robert DORÉ, Service Quality Coordinator, to speak to us about that municipality's ISO-9001 certification — Editor).

The event and the Grand Prix are coordinated by the *Mouvement québécois de la qualité*. Evaluation is based on the **QUALImètre**, an approach similar to the Malcolm Baldrige National Award Criteria. It includes a formal presentation and an audit team site survey. Thirty applications were received.

Grande Mention were given to General Motors of Canada (of Sainte-Thérèse), Nortel Networks (in Saint-Laurent) and the Commercial Centers Division of SITQ Immobilier.

The following small businesses (PME) received a **Mention** : A. Lassonde Inc (Mont-Rouge), Caisse Po-

pulaire of Granby and the Régie des Rentes du Québec.

Grand Prix winners have accumulated close to the maximum 1000 points of the **QUALImètre**. **Grande Mentions** winners must have 500 points or more, while **Mention** winners require 400 or more points.

For more information, see their website at www.qualite.qc.ca.

Y2K Failures Make Early Appearances

Fewer than half (48%) of America's largest companies expect all of their critical systems to be prepared for possible computer system mayhem on January 1, 2000, according to a new survey conducted by Cap Gemini America Inc. It is one of the longest-running polls used to systematically monitor Year 2000 preparedness. Its findings were produced from responses by information technology directors and managers of 144 major U.S. corporations in all major industries and 17 government agencies.

Nearly one in five companies (18%) expects that fewer than three quarters of their systems will be fully tested and compliant by that date. The survey also found that 75 percent of respondents have *already had a Year-2000-related failure* — 92 % involved "financial miscalcu-

lation or loss, 84% involved process disruptions, and 38% **logistics or supply chain problems**. Virtually every respondent (99%) anticipates an increase in systems failures into the remainder of 1999 and beyond.

Bug Identification Help

For a lesson on bugs not of the Y2K genus, look at www.oricom.ca/nathyves/index.html.

Quality Circle Takes a New High-Tech Form

The first *Internet-based* student quality circle met July 11. Donald L. DEWAR, president of QCI International (publisher of *Quality Digest*), presided over the Web circle named after him. NETsqcc "Don Dewar" links many around the world who are interested in quality.

The *meeting* joined students from Mauritius and India, student advisors, NETsqcc coordinators and Dewar. Using ICQ software, the meeting afforded the students an opportunity to question Dewar and P.C. BIHARI, the mentor of this unique Internet circle.

Baldrige Award Recognizes Education and Health Care

Fifty-two applications have been submitted for the 1999 Malcolm Baldrige National Quality Award.

See **BALDRIGE** on page 12



KAIZEN — PRATT & WHITNEY STYLE

Presentation by Michel DAVID P.Eng. MBA, as summarized by Jean-Pierre AMIEL, CQA

Here's a summary of this most interesting evening attended by *forty-five* members and friends. Our next event, in March 2000, will bring you an *Update on the ISO-9001: Y2K Edition*.

The objective of *Kaizen* teams is to eliminate waste targets such as overproduction, lead time, material movement, inventory processes, defects and all other non-value added activities. Originally developed by Toyota Motors, *Kaizen* comes from **KAI** (*to make new, to rebuild*) and **ZEN** (*to think*).

The Kaizen Mandate

Senior management challenges a *Kaizen* team to analyse, implement and present a solution to a problem within **TEN DAYS**. The typical objective — a **50% minimum improvement**.

The team consists of the process owner; multifunction members, a facilitator (critical to facilitate team activities), a trainer and a consultant to focus and challenge the team to do *more than good enough*. The consultant and the trainer are often the same person.

Pratt & Whitney created 270 teams and trained more than 3,000 employees over a six year period.

The Major Steps

1. Senior management defines a clear and precise improvement mandate.
2. Management selects the team.
3. Management introduces the project and demonstrates support of the *Kaizen* team.
4. Team members are allocated **FULL TIME** to the project.
5. **Training and analysis** : The team follows a four-day training course on various process analysis, problem solving techniques and typical quality tools. It learns to collect and analyse information on that process.

6. **Action** : Over the next five days, the team develops solutions, validates them and implements their best solution. There is no specific budget, so, innovation, ingenuity and use of local resources are encouraged. The team debriefs activities to management each night. This ensures team orientation, gives management an opportunity to follow the evolution of the team and to demonstrate commitment.
7. The last day, the team presents its solution and results to upper management at a luncheon.
8. **Follow-up** : After 15 days, a verification of the respect of the implemented solution is done to validate the impact and to ensure it was a good solution.

A project must be finished within 30 days — this allows applicable updates of documentation and procedures.

The Results

- ◆ A reduction of more than 500 million square feet of storage.
- ◆ Reduced inventory by \$50 million.
- ◆ Order lead-time reduction from 21 to 12 months (One team reduced off-the-shelf order lead-time from 14 days to 8 hours by displacing two employees from the sales office to the stores and purchasing a photocopier).
- ◆ A very positive impact on safety and equipment maintenance.

Keys for Success

- ◆ A clear and precise mandate.
- ◆ A short timeline — This forces


the team to focus on results.

- ◆ An empowered team — **JUST DO IT**.
- ◆ Senior management support of the *Kaizen* teams and show it.
- ◆ No lay-off policy for employees displaced by *Kaizen* solutions.

Favourite Quality Tools

- ◆ Poka-Yoke (Mistake-proofing).
- ◆ Process Flow Analysis (Spaghetti Charts).
- ◆ SMED (Single-minute exchange of die) Lead Time Reduction.
- ◆ Takt Time (Cycle Time Measurements).

Lessons learned

- ◆ Eliminate wasteful bureaucracy and give full power to the *Kaizen* team (empowerment).
- ◆ Choose aggressive objectives.
- ◆ Clearly define the scope and breadth of the mandate so as to focus team energy.
- ◆ It is difficult to maintain the required efforts.
- ◆ Some managers had difficulty accepting employee autonomy and left P&W.
- ◆ P&W looked for other approaches after four years — the impact of *Kaizen* teams had waned as most waste aspects had been addressed. 

Michel DAVID is a leader in continuous improvement strategies. He was VP Operations at Bonaire and VP Quality Assurance at Pratt & Whitney. He is presently preparing a doctorate in management and is a consultant in Enterprise Performance Improvement.

Montreal Section Executive Committee Highlights

by Robert FAIRBAIRN, Secretary

Here's a brief report of the discussions and decisions at the last Executive Committee meetings.

September 15th, 1999

- ◆ The ASQ Montreal Section 401 Executive Committee wants to highlight in a more prominent fashion our Corporate sponsors — who they are, how long they've been with the Section and if they might be interested in sponsoring an event.
- ◆ The Executive Committee is re-evaluating the 1999-2000 budget to see if we can turn the tide of two consecutive yearly deficits. This would be done by increasing our revenues and/or reducing our costs.
- ◆ Congratulations were given to Serge ZAGURY and JP AMIEL (members of the Committee) for obtaining their ASQ Certified Quality Auditor.


- ◆ Ray DYER (Section Chair) suggested the Section may benefit from *tapping* into the software quality sector. He and Sam WEISSFELNER (Section director) will be working on this project.

October 20th, 1999

- ◆ The Section Executive discussed how to use e-mail in a more efficient and effective manner so as to save us time and money. There are pros and cons to using and managing members' e-mail addresses.
- ◆ As a cost cutting move, giving out door prizes at events will be suspended unless gifts are sponsored.
- ◆ It was agreed that the Section Chair will also be the Section Management Plan (SMP) Chair. This will better reflect the inter-relationship of the two roles. The SMP serves as the guideline and

record of the Section's yearly goals, activities, and achievements.

- ◆ Ray DYER (Section Chair) asked members to think of ways to celebrate the Section's 50th anniversary and to submit ideas to Bernard DOIRON. It is being planned for September 2000.
- ◆ The Executive reviewed the concept for the Leadership Training Workshop. It was agreed we wanted to concentrate on training *new* Executive Committee members to better understand their roles and responsibilities, rather than to train those on the Committee and already familiar with their roles.

The next Executive Committee meeting is scheduled for **January, 19, 2000** at the **Dorval Hilton**. Super's on us, why not join us? 

Survey Rating Scales — The Pros and Cons

by Scott E. SAMPSON, Summarized by JP Amiel, Newsletter Editor


Good survey conclusions require proper scales. The **Interval Scale** relies on a person to indicate his degree of appreciation by selecting a number on a scale (1, 2, 3, 4, 5) or placing an "X" along a bar (*Poor* to *Excellent*). The problem is that people have difficulty correlating their attitudes in terms of numbers.

In the **Ordinal Scale**, a series of words are used to identify expected responses like a multiple choice (*Poor, Fair, Average, Good, Very Good, Excellent*). This is easier for the person answering. However, interpretation of those words can flaw this approach. Is "average" a mean value of the service and is it worse than "good" or equivalent?

What about the customer's interpretation the adjectives in his/her context and value system? We would probably convert them back to numbers for evaluation. Is "good" halfway between "poor" and "excellent", and does it rate a 2 or 3? This could average out responses.

Another approach is to put numbers *and* words on the scale. This would probably confuse the client even more.

The author suggests that we should use a **nonparametric statistical procedure** — Count the number of responses for each category, make a histogram and *compare* them to goals for each response (x% responses to "very good").

He concludes with an even more simplified approach. Use three value levels (*Excellent, Satisfactory, Needs Improvement*). Further questions would identify what "needs improvement" (to fix it) or "what is excellent" (to promote it). This simple approach is sufficient to draw statistical conclusions, even with low response rates. 

Scott E. SAMPSON is Associate professor of Operations Management at Brigham Young University. The article is summarized from "An Empirically Defined Framework for Designing Customer Feedback Systems", June 1999, ASQ Quality Management Journal.

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- **DEVELOP** a culture of continuous improvement

ISO 9000

Lead Auditor - \$1595

December 13th – 17th (English – Montreal)
January 10th – 14th (French – Montreal)
February 14th – 18th (English – Montreal)

**ISO 9000 Internal Auditor
\$795**

December 2nd – 3rd (French – Montreal)
January 6th – 7th (English – Ottawa)
January 20th – 21st (French – Montreal)
February 8th – 9th (English – Montreal)

**Quality Documentation
\$295**

Dates to be Announced

ISO 14001

Lead Auditor - \$1795

December 13th – 17th (English – Mississauga)
January 24th – 28th (English – Mississauga)
February 21st – 25th (English – Ottawa)
February 21st – 25th (English – Montreal)
February 21st – 25th (English – Mississauga)

**ISO 14001 Internal Auditor
\$795**

December 9th – 10th (English – Mississauga)
January 6th – 7th (English – Mississauga)
February 1st – 2nd (English – Mississauga)

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

February 3rd – 4th (English – Mississauga)
February 28th – 29th (English – Montreal)

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

Dates to be Announced

QS-9000

**Internal Auditor
\$795**

February 28th – 29th (Mississauga)

ISO 9000:2000

Seminar \$295

December 7th (Montreal-English)
January 17th (Montreal-French)
February 10th (Montreal-English)

HACCP

Dates to be Announced

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What To Do If Your ASQ Certification Is Due

By Norm DICKINSON, Recertification Chair

We know that members who hold an ASQ certification for CQE, CQA, CQMgr, CSQE or CRE worked darn hard to get it. Do you remember all the studying and the time you gave up to do it when you could have been doing something else? For some of you, it even meant retaking exams until you finally were successful. So why give it up? Why let it lapse? Recertification by points is not expensive and does not involve retaking exams.

Recertification ?

ASQ Certification expires every three years, at which time you **must** apply for recertification or it will lapse. Look on the card that ASQ sent with your certification. Look for the "Recertify By" date. If it states **12/31/99** then you are due! You have until June 2000 to recertify. For those cards with **06/30/99** you are not too late yet but **you must get your journal to me before the end of December 1999** (See contact information below).


Anyone who was due before June 1999 — I'm sorry. You must go through the whole exam process again to maintain your certification. Call ASQ's Recertification Department at 1-800-248-1946.



Points — The Easy Recipe

To recertify by *points*, you **must** maintain and submit a journal detailing objective, corroborating evidence that supports your claims. ASQ Montreal members should submit their journals to me. Non members must call ASQ and ask for recertification. The journals may be obtained by calling ASQ or by downloading a PDF file from their web site (Our Section's web site has a link to that page).

If you hold more than one certification, you may synchronize them to renew at the same time. It is less costly and, where permitted, points may be shared between recertifications. To do this, you must submit a letter with your journals requesting synchronization. However, no certification period may be extended beyond 36 months, and journals may be submitted before the 36 month period in order to synchronize it/them with the one going full term. Also, the journals with a shortened interval must still complete an *18 points minimum*.

Members of the ASQ Montreal section may use our Section's resources. If you have questions just call **Norm DICKINSON** at (514) 334-6102, e-mail me at n.dickinson@asqnet.org, or visit our web site at www.asqmontreal.qc.ca. 

ASQ Certification Exam Dates (★)

CERTIFICATION	EXAM DATE	APPLICATION DEADLINE
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



* These date may be changed by ASQ. Please confirm with them at 1-800-248-1946.



WE ALWAYS HAVE SPACE FOR YOUR ADS
 Please call JP Amiel at (514) 485-7359
 e-mail at jpamiel@asqnet.org

Montreal Section Recognition Awards

Back in 1995, the Montreal Section of the American Society for Quality, established a **Recognition and Awards process** to recognize « *significant contribution to the enhancement of the quality profession or the advancement of the goals and activities of the section by an individual, a group or an organization* ».

Two Awards

Only **members** of the section are eligible for the **Quality Award**. It will be presented for « *outstanding*

contributions to the enhancement of the Quality profession, goals or activities of the section »

The **Education Award** will be presented to a member or non-member, for « *significant contribution to the understanding and the promotion of the quality profession and its principles* ».


Candidatures

Messrs. Peter CONNELLY, Robert FAIRBAIRN, Keith FORCIER and JP AMIEL form this year's Committee. They are looking for

merituous candidates and need your help.

Recommendations for Recognition and Awards shall be submitted on the **Nomination Form** below, be accompanied by a letter of recommendation from a Section member and be sent to the Recognition Awards Chair for evaluation. **They must be received by :**

January 15, 2000.

Evaluation of the nominees shall be completed by the Committee within 30 days after the nomination closing date. 

American Society for Quality



RECOGNITION AND AWARDS NOMINATION FORM 1999 - 2000

Montreal Section (0401)

1.0 Nominee information:

Name: _____ Member number: _____
(Individual or Team leader name)

Business address: _____
Postal Code: _____

Home address: _____
Postal Code: _____

Telephone: Business (____) _____ Home (____) _____

2.0 Award application: (Check only one) Quality Award Education Award

3.0 Brief description of contributions of the Nominee(s): (Use other pages as necessary)

4.0 Sponsor information:

Name: _____ Member number: _____

Home/Business address: _____
Postal Code: _____

Telephone: Business (____) _____ Home (____) _____

Send this form and a letter of recommendation to the Chair, Recognition and Awards Committee :


JP AMIEL, STCUM
8845 Boul. Saint-Laurent, Montreal, Qc, H2N 1M3
Or Fax to (514) 280-6004

Montreal Section Education Program — Winter 2000

There is an ongoing interest in the courses offered by your Section and our education programs are designed to encourage you to write the ASQ certification examinations. However, it is strongly recommended that you go over the material with an instructor before taking the ASQ examination.

Here is the Winter 2000 Education Program Schedule. All of our instructors hold ASQ certification in their subject matter and have many years of experience in the quality field.

Refresher Course Subject	Course Starts	Duration	Member Fee	Non-member Fee
Certified Quality Auditor	28 March 2000	7 weeks	\$649	\$749
Certified Quality Engineer	7 March 2000	10 weeks	\$899	\$999
Certified Mechanical Inspector	28 March 2000	7 weeks	\$649	\$749

To register or if you have any comments about the Education program, please contact David TOZER, Education Chair, at (514) 697-3831 or e-mail at tozerdd@sympatico.ca, mail to 159 chemin Stillview, Pointe-Claire, Québec, H9R 2Y1. Other courses may be arranged if there is enough interest. 

BALDRIGE from page 6

For the first time, 16 health care and nine education organizations join large manufacturers, service companies and small businesses as applicants for the award.

Aside from minor language modifications, the criteria for health care and educational organizations are nearly identical to that of the other applicants.

Customer Satisfaction Rating Slumps

Although the evening news tell us that the US economy is strong, other evidence suggests that consumers are less satisfied with goods than they once were.

The American Customer Satisfaction Index (ACSI) has fallen this quarter from 72.6 to 72. The ACSI surveys 175 companies and governmental agencies and the index is updated quarterly. This quarter's review of customer satisfaction with durable goods manufacturers saw a slight increase (+1.4%) in the *Personal Computers* category, but a drop in both *Household Appliances*

(-1.2%) and *Automobiles* (-1.3%). Some analysts blame this skid on America's cost-cutting drive.

The indicator is produced through a partnership of the NQRC, the American Society for Quality and Arthur Anderson consultants.

Company Loyalty — Rest In Peace

Company loyalty is indeed dead but downsizings and layoffs aren't the fall guys, according to *Across the Board*, the Conference Board magazine.


« The predisposition to loyalty has vanished from the American workforce as a result of a sweeping change in American social character. » claims author John CLANCY, professor and assistant director of American Culture Studies at Washington University in St. Louis. He adds : « Any reading of public opinion polls and other research of the last thirty-odd years clearly demonstrates that American social character has shifted dramatically. »

More disheartening still is Clancy's assertion that attempts to rediscover company loyalty are probably

futile — The predisposition no longer exists.

"Loyalty is a powerful simplifier," he says. "... loyal employees need not consult the entire range of human values; they just do what is right for the company." Those managers who have earned the company's trust are far more likely to take risks than those who are only passing through. In contrast, managers who think only of their careers, are highly unlikely to take such risks. Non-loyal employees are only interested in enhancing their resumes.

Most corporations are sending a clear, if tacit, signal that investments in loyalty are no longer warranted. More and more, companies seek only an instrumental relationship with their employees and shy away from creating long-lasting bonds — "We see it in the increased use of outsourcing, often a cost-effective move but hardly designed to build loyalty and trust among employees."

News/comments on quality matters? Call me at 514-280-5412. 

ISO 9001: 2000 Transition Course

TRAINING DATES IN MONTREAL FOR THE YEAR 2000

- *December 8-9, 1999*
- *January 10-11*
- *February 9-10*
- *March 15-16*
- *April 6-7*
- *May 11-12*
- *June 12-13*
- *July 12-13*
- *August 10-11*
- *September 7-8*

COURSE FEE: \$495 PLUS GST
(\$395 FOR QMI REGISTRATION CLIENTS)

DURATION FOR THIS COURSE IS FROM 9:00 AM TO 4:30 PM EACH DAY.
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.



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Become a Member of Your Section Executive

By Keith FORCIER, Vice-Chair



As regular readers of the ASQ Montreal Section 401 newsletter, you may have noticed the "Officer" names and titles appearing on the last page of every *Newsletter*. These individuals make up your Section's Executive Committee. Just to give you an idea of their roles, here are brief descriptions of each position.

Executive Officers

Section Chair: Serving as executive officer of the ASQ section, the Chair 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. Reports to the Regional Director.

Section Vice-Chair: Supports the work of the Section Chair and performs the Chair's duties in his/her absence. Appoints chairs for all standing committees and provides orientation and consultation as needed. Reports to the Section Chair.

Section Secretary: Maintains the written records of the Section's Executive Committee meetings and serves as official correspondent between the Section and Headquarters. Processes membership mailings, applications, and related printing. Reports to the Section Chair and Executive Committee.

Section Treasurer: Maintains the financial records of the Section. Communicates the Section's financial condition at Executive Committee meetings. Creates and monitors the budget and prepares and sends annual reports to ASQ Headquarters. Reports to the Section Chair and Executive Committee.

Committee Chairs

Membership Chair: Retains current members and recruits new members for the Section and the Society. Maintains a current roster of all Section members, including enrolled students. Promotes

ASQ membership.

Examining Committee Chair: Makes recommendations to the Society's Examining Committee Chair for admission to the Society and advancement of membership grade. Also responsible for approving re-certification journals.

SMP Chair: Serves as the owner of the Section's Section Management Program (SMP). Keeps the Executive Committee aware of the SMP program and compiles information and tracks activities related to Section management. Provides summary information to the Regional Director and ASQ Headquarters.

Note: Your Executive decided that the Section chair would also assume this responsibility.

Program Chair: Leads and implements meeting programs for the Section. The chair also selects committee members and coordinates the activities of the committee.

Education Chair: Plans and implements educational programs such as conferences and/or special seminars.

Newsletter Editor: Ensures that Section members receive an informative newsletter on a consistent and timely basis.

Re-certifications Chair: Coordinates and manages activities related to ASQ's re-certification program.

Koalaty Kid Chair: Serves as the liaison between the Section and educational institutions interested in becoming Koalaty Kid schools, parents, and the community.

Arrangements Chair: Oversees arrangement for all regular meetings and other special programs and conferences as assigned by the Executive Committee and other committee chairs.

Data Base Chair: Supports the section Committee Chairs by providing them with Section rosters, lists, labels, statistics, and reports.

Internet Liaison: Develops and

maintains a continuous reliable source for events and other pertinent information on quality via the Internet.

Other Committees

A few of these chairs have been combined under one individual. Other chairs, as defined in the ASQ *Position Guide* are not currently assigned for your Executive (e.g. Certification Chair, Placement Chair, National Quality Month Chair). This is because the Section Executive Committee does not perceive they are needed or that we do not have sufficient resources from within. We also have positions *not* specifically described in the guide (e.g. Awards Chair and Directors.)

Join Us

So how does one go about finding information on and indicating an interest in such Section Executive Committee positions? Simply attend the annual General Assembly or our many events.

Very often, potential new members are cautious about committing themselves. Unless you've had a chance to see the Executive in action, the idea of suddenly becoming responsible for such a task may appear quite daunting. We encourage all those members interested in joining the Executive to make themselves known, as frequently, we have one person committees — and that's a lot of responsibility.

For further information on becoming involved in the Executive Committee, and to help in the decision making process for your Section, please contact Keith Forcier at (450) 434-0216, e-mail at KGFSERVICE@aol.com or visit the ASQ web site at www.asq.org

I am looking forward to meeting you at our events. ☺

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All 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.



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3rd Edition



1. Certified ISO 9000 Lead Auditor

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



A MUST DO

November 22nd to 26th (Montréal)
February 7th to 11th (Montréal)
May 8th to 12th (Montréal)

\$ 1,395 *

2. Certified Internal Auditor

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.



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

December 15th to 17th (Montréal)
February 23rd to 25th (Montréal)
April 3rd to 5th (Montréal)

\$ 995 *

3. ISO 9000 : 2000 overview

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

A MUST SEE

December 6th 1:00 PM (Montréal)
January 11th 1:00 PM (Montréal)
February 22nd 1:00 PM (Montréal)
March 23rd 1:00 PM (Montréal)
April 14th 1:00 PM (Montréal)
May 17th 1:00 PM (Montréal)

\$ 195 *

4. Using ISO 9000 to generate profits

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

A MUST KNOW

French only
For more information
contact us.

\$ 475 *

Register me: course #: _____
date: / /

Send me detailed course information #: _____ **Fax Back**
Send to (514) 390-4100

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

Name: _____ Company: _____

Address: _____ Phone: () _____

_____ Fax: () _____

The Montreal Section Newsletter is prepared by its members and published 8 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.

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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, its 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 and value of quality in the community. » Q

Come visit at www.ASQMontreal.qc.ca

Newsletter advertising rates — Still the best in town

Rates apply for placing an ad in one Newsletter issue only. Discounted rates are available for the same ad in multiple issues.

Companies with an ASQ membership may advertise employment opportunities in quality related fields at no charge. Contact **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
Sponsoring the Newsletter	\$ 150	\$ 200

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The Six Sigma strategy provides companies with a series of interventions and statistical tools that can lead to breakthrough profitability and quantum gains in quality, whether a company's products are durable goods or services.

The philosophy of Six Sigma recognizes that there is a direct correlation between the number of product defects, wasted operating costs, and the level of customer satisfaction. When used as a metric, Six Sigma technically means having no more than 3.4 defects per million opportunities in any process, product, or service.

Concentrating on *measurement, analysis, improvement* and *control*, implementing the Six Sigma program involves:

- ◆ Identifying customer characteristics, concerns, and expectations
- ◆ Determining how to address those concerns and exceed expectations
- ◆ Using statistical analysis to improve the process, product, or service
- ◆ Implementing strategies to maintain control over the improvements
- ◆ Ensuring continuous improvement of performance and customer satisfaction

Six Sigma reinforces the quantitative elements of Total Quality Management and ISO projects by:

- ◆ Formalizing the use of statistical tools
- ◆ Stressing the need to understand and reduce variation
- ◆ Developing a standardized vocabulary, metrics, and tools throughout highly diverse companies
- ◆ Emphasizing a data-based approach to management. Six Sigma requires that everything be quantified, even intangibles, such as customer perceptions

To learn more about Juran Institute and how we can assist you in your quest for excellence, give us a call at the number below, visit our web site at www.juran.com, or complete the reverse page and fax us. At Juran Institute, we help you to develop the competitive edge required to excel in today's dynamic corporate environment.

SIX SIGMA BLACK BELT

16-Day Training & Certification Sessions

Montreal

first 4-day session begins January 11th

Toronto

first 4-day session begins January 25th

www.juran.ca

Juran Institute's Six Sigma Black Belt Training consists of four four-day training sessions spanning approximately 16 weeks. Selected to become on-site implementation experts for Six Sigma projects, Black Belts are most often technically oriented personnel with the discipline and ability to generate exceptional business results.

While learning the methodology and tools paramount to Six Sigma success, each participant will complete a Black Belt project. On average, one Black Belt project can save a company \$175,000.

Beyond training, Black Belt Certification by Juran Institute is an option. Certification is contingent upon the successful completion of training, examinations, and extensive review of the Black Belt project.

Call now to register!

Please Send Me the Prewrite and Registration Forms

Name _____

Title _____

Organization _____

Address _____

City _____ Province _____

Postal Code _____ Fax _____

Phone _____ Ext. _____

Number of Employees _____

Facsimile: (416) 488-8551