

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

Annual General Assembly

In this, the winter of the new century, who knows what lies around the corner? So, we offer you a joyous occasion to meet the group in the middle of February 2000.

You are invited to your Section's **Annual General Assembly** at our regular *haunt* at the crossroads of the island, and in a comfortable atmosphere.

DATE: WEDNESDAY, FEBRUARY 9, 1999

TIME: 6:00 PM

PLACE: Hilton Hotel — Dorval Airport

COST: FREE ADMISSION FOR MEMBERS

And, we pay the Parking !!

AGENDA:

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

PLEASE RESERVE IN ADVANCE !!

For reservations or information :

Bernard DOIRON (450) 653-4875 or Fax (450) 653-5585

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Special points of interest:

- Notice of nominations
- Not the Best Years of Their Lives Part 3
- What's In A Specification ?
- Vers les gestionnaires de l'an 2000
- Montreal Section Recognition Awards

LOOKING FOR A CHANGE ??

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



The Editor's Corner

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

The Future Is Here

Here we are... *The year 2000*. I never thought we'd make into the *future*. Most of our readers (the next generation) probably never gave it a thought. But you see, when I grew up, going to the moon was still only a dream.

When I started to work in *quality*, the specialists were mostly involved with controlling product quality and the future was in *assuring* quality (people thought we sold insurance policies). Today, everyone in the organization, one way or another, is involved in preparing, producing, delivering and servicing a quality product. Business interactions have also changed, we now work in teams.

However, there seems to be an impact, on the human side. It requires a lot more from each of us. As an example, read the extracts on how this *future world* is changing management's roles in Québec.

Also, we work with specifications of all types and

some have been around for a long time. Are they still valid ? Read the humorous beginnings of railroad width.

The last installment on ASQ's history proposes a source for keeping all that knowledge alive. What will tomorrow hold for you ?

Y2K also marks your Section's **50th anniversary**. Why not celebrate it. Contact **Bernard DOIRON** at (450) 653-4879 for your celebration suggestions. And, to comment or to propose subjects for articles, give me a call at (514) 280-5412. You can fax your thoughts to (514) 280-6004 or e-mail at jpamiel@asqnet.org.

Oops !! I don't have a proof-reader, so, let's clear up a few thing — It was Chantale SIMARD of Videotron who won our October 1999 event door prize. And everyone should know that Richard T. TRELFA is not pronounced Terlfa. Sorry for the inconvenience.

Oh, and yes, we're still looking for a *Newsletter editor*. How about *you* ? *Q*



Thanks to our sustaining members	
<i>Bombardier Aerospace</i>	<i>Oerlikon Aerospace Inc</i>
<i>CGI</i>	<i>Novaxa Consulting</i>
<i>Hydro-Québec</i>	<i>Your company here ?</i>

WE ALWAYS HAVE SPACE FOR YOUR ADS
 Please call JP Amiel at (514) 485-7359
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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.

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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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A Word or Two from Your Chair

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

What ? Me Worry ?

If you are reading this, it's because you have survived the coming of Year 2000 or Y2K. I am confident many (companies, countries, individuals) will. There will no doubt be some that will feel the sting of not having adequately prepared but, on the whole, life will go on.

Any of the hype surrounding Y2K is typical of how society manages issues in general. We tend, with all the best intentions, to put into practice processes that efficiently suit our short term needs and then, one day, realize we have compromised our long term health by such actions. The cost of correcting these short term "fixes" often exceeds the savings they generated but somehow human nature still tends to do this. Why?

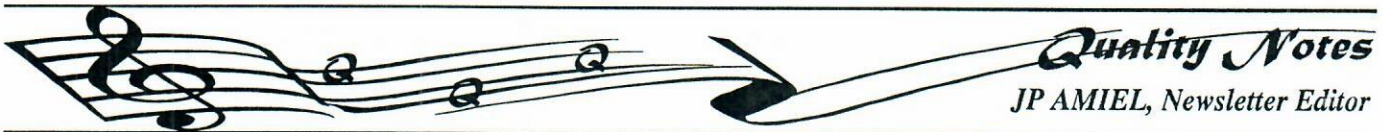
Often, one of the excuses used is "the pressures of the real world". How often, as a Quality professional, have you heard other professions (Sales, Marketing, Manu-

facturing, Finance, Engineering, etc.) admit that your Quality concepts are all very good but in the "real world" things are different?

The bottom line is that a true "Quality" oriented philosophy works, even in the real world. Many tend to forget this, or put it aside, until they feel enough pain to justify adopting (readopting) a Quality focus on their actions or simply go out of business. It is sad that human nature is such that once a Quality orientation has improved operations there is often a tendency to relax and go back to the old way of doing things. Our job, as Quality professionals, is to ensure we work hard to avoid this from happening.

I wish you all the courage, strength, and leadership you need to ensure your organizations understand the value of adopting a Quality oriented philosophy.

Have a great year and I look forward to seeing you at our events. Q



Quality Notes
JP AMIEL, Newsletter Editor

News On Your Web Site

You are undoubtedly aware that your section has its own web presence at www.asqmontreal.qc.ca. To our surprise and pleasure it has become quite popular. There is information and/or links for events, certification information, recertification, refresher courses for certification, information on exams, as well as e-mail links to contact Executivemembers, to sound off on what you like and don't like. (Keep it civil.) And, there are job postings. This is starting to become popular with employers. At the time this article was written there were postings for four job openings with companies and several for agencies. Section events are also posted along with the schedule for Executive

meetings (to which all members are invited), just call ahead.

Job Postings

Members in good standing may request that an advisory e-mailing be sent to them each time a new job opening is posted to our Section's web site. You can get this by sending an e-mail from the address that you want the mail to be sent to you to n.dickinson@asqnet.org with the word "job" written on the Subject line. If you want a reminder for section events e-mailed to you (about a week before the event), send an e-mail to the same address but with the word "event" on the Subject line.

You may cancel at any time by sending an e-mail to the same ad-

dress with the word "cancel job" or "cancel event" on the Subject line. Your e-mail should be sent from the address to which the advisory is sent.

These addresses are not divulged to anyone outside of the Montreal ASQ Executive Committee.

Organizational Change

How do companies successfully deal with long-term change? The American Productivity and Quality Center (APQC) recently addressed this question in its study, "Organizational Change: Managing the Human Side".

It identified four best-practice organizations that excel in organiza-

See CHANGE on page 10

A third instalment on ASQ's fifty-three years history, as extracted and edited from www.asq.org. Last month we

Roots of the quality control movement may be found in the principles of scientific management developed by Frederick W. TAYLOR in the 1890s and early 1900s. Taylor's systematic study of the use of time and motion by workers prefigured Walter SHE-WHART's application of statistical methods to the control of manufacturing quality in the 1920s.

Quality control developments during the 1930s enabled the new field to make major contributions to the success of the industrial production effort during World War II. The satisfactory application of mathematics to problems of production and quality control helped establish the realization that earlier problems with part rejection and failure to meet customer standards were avoidable. With this experience, management became interested in continuing quality control programs after the war.

The establishment of the American Society for Quality Control (ASQC) in 1946, with George D. EDWARDS as its first president, was perhaps the clearest sign that statistical quality control had found a permanent place in American business and industry.

The new society soon reached beyond the borders of the United States with the formation of an ASQC section in **Toronto** in 1946, in **Montreal** in 1950, and one in Mexico City in 1951. Quality control was also taken to receptive audiences in Japan by W. E. DEMING, and, in 1953, a Japanese section of ASQC was organized.

The 1960s saw international cooperation take the form of meetings such as the first Pan American Congress on Quality Control held in Mexico in 1964, and the first International Congress on Quality Control held in Japan in 1965. At the latter meeting, representatives from ASQC, along with Japanese and European counterparts, formed an International Academy for Quality. Within twenty years of the organization of ASQC, the techniques and theory of quality control had been successfully exported across the globe.

Archiving Begins

In 1969, the American Society for Quality Control realized that the documents telling the story of quality control had not been assembled and preserved. Once collected, these records were then placed in an academic archives at the *University of Illinois* at Urbana-Champaign to ensure they would be available for research use.

In 1981, work began on drawing up a legal agreement between ASQC and the University of Illinois to solidify this relationship. During this time, Professor John HENRY, who had been instrumental in establishing the initial agreement in 1969, wrote, "... *it is to the advantage of the Society to have as complete a set of records as possible in a secure place.*"

The Name Changes

In 1997, ASQC members voted to change the name to the *American Society for Quality (ASQ)*. The name was revised to better reflect

the Society's goal of providing valuable products and services to all interested in quality.

There is a breadth of materials in the ASQ Archives in all forms — correspondence, reports, photographs, and publications. Among these are documents concerning the years immediately before ASQC's organization in New York; papers relating to the founding of ASQC itself; and the Society's original articles of incorporation. These materials, along with files from members of the Historical Committee, provide a well-rounded picture of how ASQC came into being in the 1940s.

For example, ASQC Reprints, 1924-83 (Record Series 11/8/319) include important books and pamphlets covering the entire history of the quality control movement.

ASQC Board of Directors Records, 1945-81 (RS 11/8/300, 2) serve as a valuable introduction to the administration of ASQ and contains minutes as well as ASQC Annual Reports from 1953-71, Certificates of Incorporation from 1946 and 1970, and records of the subcommittees of the Board. ASQ(C) publications and division and section records comprise the balance of the archives.

Browse and Use

ASQ Archives are set up to serve members of the Society interested in studying its history. Materials are available for the study of many individual sections as well as the national organization. The ASQ Archives is also a valuable resource for

See ASQ History on page 10



MONTREAL SECTION NOTICES

In accordance with the Section bylaws, the following members have been appointed to the **Nominating Committee** : *Inteaz ALLI (Chair), Bernard DOIRON, Jean-Pierre AMIEL, Norman DICKINSON and Sam WEISSFELNER*. Also, as per Section 7.2.4 (2)) of the Bylaws, the Nominating Committee has proposed the following slate of officers for the **2000-2001 Executive**.

Section Chair : Keith FORCIER
Vice Chair : David TOZER
Secretary : Peter CONNOLLY
Treasurer : Eric STERN

The following positions and committee chairs must also be filled :

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

To nominate a different slate of officers, volunteer for a role on the various committees of the Section, or to obtain further information, please contact : **Inteaz ALLI at (514) 398-7920**.

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

Robert FAIRBAIRN, Secretary

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

Issue	Deadline Date
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

YOU ARE CERTAINLY WELCOME !!

E xecutive 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
25 Jan. 2000	Executive
9 Feb. 2000	Annual Assembly
14 Mar. 2000	Planning / Training
18 April 2000	Planning / Training
17 May 2000	Executive
14 June 2000	Executive



Only you, can correct your ASQ file by calling ASQ at 800-248-1946



What's In A Specification ?

Adapted by Robert FAIRBAIRN, Secretary

The standard distance between two railroad tracks in North America is **4 feet 8 ½ inches**.

Q Why was this odd number chosen, you ask ?

Because railroad tracks were built by British expatriates the same way in the US as in England. They thought this would be a good idea as this would allow the use of British locomotives.

Q Why did the British build to that measurement ?

Because railroads were built by the same engineers who built the tramways and that was the standard used at the time.

Q Why did they use that distance ?

Because tramways were built by the same people who built carriages and they used the same methods and the

same tools.

Q Okay, so why were carriages built to that strange dimension ?

It's because everywhere in Europe and in England, roads had well established ruts and any other width would have resulted in broken axles.

Q So why did the roads have ruts of that particular spacing ?

The first long distance roads across Europe were built during the Roman Empire to allow rapid deployment of the roman legions.

Q Why did the roman engineers use that dimension then ?

Because the first carriages used were roman war chariots drawn by two horses. Since the horses galloped side by side, a distance had to be selected so that the horses would be comfortable. Also, to ensure better

stability of the chariot, the wheels had to be spaced so as to avoid traveling over the tracks left by the horses. Also, they had to be not too far from the axis so as not to cause accidents when crossing another chariot on the road.

We now have the whole story for that specification. The rails in North America are spaced 4 feet 8 ½ inches apart because **2000 years** ago, on another continent, roman chariots were built to the dimensions of war horses's *derrieres*.

Somehow, specifications and bureaucracy always survive. So, the next time that you have a strange specification in your hands and are wondering what *jacka....* came up with them — you probably asked the right question. *Q*

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. *Q*

Event Date	Description of Planned Event
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.

Welcome to our new members !!

- ◆ Nathalie GÉLINAS, Novaxa Consulting
- ◆ Kenneth LÉVESQUE, AMG Medical Inc
- ◆ Jean VITAL

Congratulations !!

Yann BOUTIN of Dollard des ormeaux who passed his Certified Reliability Engineer exam.



À la découverte des gestionnaires de l'an 2000

Extraits par JP AMIEL

Voici quelques extraits d'un article publié récemment par le **Groupe CFC Inc.** sur l'avenir du gestionnaire. Il se base sur leur analyse de plusieurs rencontres de groupes avec 100 gestionnaires intermédiaires et supérieurs du Québec.

LES EFFETS DES PRESSIONS AUGMENTENT

Pour répondre à l'augmentation des exigences observables depuis plusieurs années, les gens ont tous beaucoup augmenté leurs contributions au travail. Cependant, la croissance des recours aux programmes d'aide aux employés, des congés prolongés, des départs... démontre que l'on approche d'un point de rupture. Les gens et les organisations qui ont appris à faire toujours plus seront maintenant obligés d'apprendre à faire autrement.

ILS ONT INTÉGRÉ BEAUCOUP DE NOUVEAUX OUTILS DE GESTION

Pour atteindre les objectifs qui leur sont signifiés, les gestionnaires ont recours à un grand nombre de nouveaux outils. Certains sont maintenant très bien maîtrisés. Les nouveaux outils informatiques décuplent les possibilités et représentent une occasion d'accroître réellement l'*empowerment*.

LA RELÈVE DEVIENT UN ENJEU MAJEUR

On ne peut plus compter sur un large bassin de cadres intermédiaires pour assurer la relève des dirigeants. Le recrutement ainsi que le développement des individus qui peuvent assurer une relève sur le plan managérial comme sur le plan technique deviennent stratégiques. Très vite, on repère les gens qui

possèdent le potentiel recherché, on trouve des moyens de les intéresser et de leur proposer des défis à leur mesure. La compétition est grande pour s'allier aux meilleurs, la fonction de mentor se développe pour répondre au nouveau besoin. L'entreprise reprend conscience de l'importance de la loyauté, du moins, pour ses employés à *valeur critique*.

La gestion dans une nouvelle réalité :

- ◇ *Un défi exigeant;*
- ◇ *Un défi douloureux;*
- ◇ *Un défi exaltant.*

LES LIENS D'EMPLOI SONT TRANSFORMÉS

Pendant plusieurs décennies, les entreprises ont accordé une permanence à tous. Un changement radical c'est produit sur ce plan au début de la présente décennie — les exigences de la compétitivité les ont amenées à devenir plus sélectives, voire à ne plus protéger les emplois de quiconque. Les employés cherchent maintenant à développer leur *employabilité*. Ils attendent moins d'avantages de leur employeur sur le plan de la sécurité, mais exigent de la formation, des défis stimulants et des moyens de développer leurs capacités. Les individus les plus sollicités deviennent plus exigeants et quittent leur employeur facilement.

LES HABILITÉS RELATIONNELLES SONT DEVENUES PRIMORDIALES

Les capacités à donner du *feedback*, à écouter, à expliquer les enjeux, à respecter l'autonomie, à renforcer la confiance, à animer des réunions productives, à prendre des risques, à trouver un sens dans l'in-

cohérence, à rallier les gens à une vision, sont recherchées chez les gestionnaires de tous niveaux.

LA SOLITUDE S'ACCENTUE

Avec le départ d'un grand nombre d'entre eux, avec l'allégement considérable des équipes de conseillers et la surcharge qui les affecte tous, ceux qui restent n'ont plus beaucoup de gens autour d'eux avec qui parler. Il leur est ainsi plus difficile de prendre du recul et d'objectiver les situations auxquelles ils font face.

LA CONCERTATION DEVIENT INDISPENSABLE

Des pressions s'accroissent pour faire disparaître le fonctionnement *en silo* et la prise de décision en fonction des seuls intérêts des unités. Les gestionnaires doivent développer une vision systémique du fonctionnement de leur organisation et sont appelés à prendre en considération les incohérences que le fonctionnement en silo provoque.

LE RÔLE STRATÉGIQUE S'ACCROÎT

Moins nombreux que dans le passé, ayant à diriger des employés plus compétents et à utiliser des outils plus sophistiqués, les gestionnaires assument un rôle devenu plus essentiel et plus délicat que jamais. Ils doivent fournir un meilleur encadrement afin d'aider les membres de leur équipe à conserver un équilibre, tout en traversant des changements multiples et parfois fondamentaux. Ils doivent apprendre à penser et à agir autrement, et aider leur équipe à le faire. Selon le niveau où ils opèrent, ils ont à proposer ou à transmettre une vision stimulante et à découvrir un nouveau plaisir à ce type de pilotage. ☞



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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.

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)

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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*

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▪ *ISO 9001: 2000 Transition Course*

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OBJECTIVES:

This 2-day seminar will provide participants with the definitive and up-to-date revisions of the ISO/DIS 9001:2000 Standard. This course will provide participants with a detailed understanding of the revisions to the new Standard and their potential impacts on the organization's quality management system. Through exercises and discussions, participants will gain the knowledge and skills to implement these changes and effectively work towards improving their quality system.

WHO SHOULD ATTEND?

Quality professionals from executives, managers, management representatives, engineers, coordinators to auditors involved in the development and maintenance of quality management systems registered to ISO 9000 Standards. As well, members of any functional areas of an organization, from any business sector, wishing to gain an understanding of the year 2000 revisions.

SEMINAR TOPICS:

This seminar will identify the changes between the 1994 and 2000 edition of the Standard; provide implementation guidance; review their effects on your organization; and prepare you to facilitate a smooth transition from ISO 9000: 1994 to ISO 9001: 2000. Also included:

- Why are revised QMS Standards needed?
- Structure of the revised Standards
- The performance improvement perspective of ISO 9004
- Timing, introduction, transition
- Revised terminology and definitions
- New process-based structure
- Clause-by-clause review of the revised requirements
- Increased emphasis on leadership role
- Creating a customer focused environment
- Monitoring and measuring customer satisfaction
- Continuous improvement processes
- Evaluating training effectiveness
- Implementing measurable quality objectives
- Quality documentation impacts
- Third-party registration expectations

A comprehensive workbook, including the new Standard, as well as breakfasts and lunches are included in the course fees.



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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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