



**November Event
Re-scheduled:**

HACCP – Seminar, which was scheduled on November 17th, 2000, has been re-scheduled due to unavoidable circumstances.

The seminar will discuss the HACCP (Hazard Analysis and Critical Control Point) standards requirement, methodology and implementation techniques.

New Schedule:

DATE: WEDNESDAY,
January 17, 2001
TIME: 5:30 PM
PLACE: Hilton Hotel — Dorval Airport
Free Parking! !

For reservations or information:
Bernard DOIRON (450) 653-4879
or Fax (450) 653-5585

Coming Events

| Event Date | Activity | Description | Speaker |
|------------|--------------------------------------|---|---------------------------------------|
| 02.14.2001 | General Meeting | Annual Report and Election of New Executives | |
| 03.14.2001 | ISO 14000, integration with ISO 9001 | Experience in implementation of these two Standards. | Nathalie Nadeau & Serge Genereux |
| 04.11.2001 | Registrars | An overview of the implementation of the new standards: ISO 9001 – 2000 | Guest Speakers from QMI, SGS and SBDT |
| 05.09.2001 | Networking | Old and New members' get together and ex. Committee | |

**ASQ – Montreal Section (0401)
New Student Branch in the Making**

Please contact Kevin Laframboise.
Tel (514) 848 2978. Email: lafrak@vax2.concordia.ca

Fall is here, the leaves have drifted down to blanket the earth in patchwork of russet, auburn and gold and the squirrels are hard at work, hoarding for winter. This is also a busy time for students as we write midterms, juggle assignments and worry about looming deadlines. While the new Student Branch of ASQ 401 won't become official until February, we have been given the go ahead to recruit new student members.

The present student members are busy extolling the virtues of quality and the benefits of membership in the ASQ. We currently have members in both McGill and Concordia and hope that we can generate interest from students attending the other universities in Montreal. As we gain new members it is hoped that the added voices will spread the word faster and farther.

Todd Johnson, Student Branch Chair

IN THIS ISSUE

| | Contributor | Page |
|-------------------------|---------------|------|
| Letter to Editor | | 2 |
| ASQ Education Program | | 2 |
| Message from Chair | Keith Forcier | 3 |
| Coaching & Quality | Eric Stern | 4 |
| Internal Audit « I » | Marc Rougeot | 5 |
| Certification & Quality | David Tozer | 6 |
| PONC as QM Tool | Alam Ansari | 7 |
| Advertising Rates | | 8 |

Section Postal address: PO Box 39, Côte Saint-Luc Station, Côte Saint-Luc, Oc. H4V 1H8

Message from the CHAIR... Benefit from the Experience! !
Become a Member of Your Section Executive

By Keith FORCIER, - 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 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. 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 pertinent information on quality via the Internet.

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.

I am looking forward to meeting you at our events.

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.

Contribute in YOUR Newsletter by writing Quality Articles, Practical experiences during ISO implementations. Share your ideas with members. We will publish them for you....

Coaching and Quality

This is the first part of series of articles on Coaching and Quality by Eric Stern. Readers comments and response are welcomed...

Editor

What is coaching?

People have coached each other since they started communicating. The development of coaching as a profession and its penetration in the domain of business activities is however rather new. Even the definition of what is coaching is still somewhat "fluid", its domain of application varies and the credentialing of professionals has only started a few years ago. It is however one of the fastest growing professions, as people recognize its merits and start taking advantage of its benefits. It is about where the quality profession was in North America in the 50s and 60s. Leaders of major corporations as well as many individuals have recognized the merits of coaching and use the services of professional coaches. More organizations train their managers to become effective coaches, since coaching has become one of the important skills that contribute to the success of the organization.

This series of short articles is not intended to be The Complete Description of the profession, but simply my current understanding, as I progress in my learning and practice. I have the privilege of being able to combine the system thinking of the quality professional with the discovery of who we are as human beings in the discovery journeys of

Eric Stern is a chemist, MBA, CQA, who lately has taken on coaching as a part-time activity and career interest. He has coached participants in "Self Expression and Leadership", "Communication Access to Power" and "Communication Power and Performance" courses, people with interest in personal growth and small entrepreneurs interested in breakthroughs in their business. He intends to publish a series of short bulletins on what coaching is and how it fits in the field of quality professionals. You can reach Eric Stern at eric@cam.org.

coaches. As organizations review their quality systems for superior performance, the ability of their people to be as productive as they can be is enhanced by an active inquiry into their goals, their choices of paths to achieve those goals and the discovery of powers of individuals. These powers are often hidden by current modes of thinking and acting, the paradigms that define who we are and how we act as a consequence.

Because of its origins, coaching might be confused with other forms of helping. However, although it is concerned with helping others and shares some commonalities, it is not therapy; it is not treatment; it is not counseling; it is not consulting; and it is not sports coaching. Coaching is a way to help people make the best use of their own resources. It is a way to bring out the best of people's capabilities. Coaching helps people set goals and then reach those goals. Coaching is goal and results oriented and can focus on virtually any area of life: business, career, family, health, personal growth, spirituality, intimacy, simple living, and financial development.

To help people attain the results they want in life coaches use a variety of tools. They teach, explore alternatives, inspire, act as a sounding board, build confidence and capability, facilitate learning, ask questions, listen with compassion, develop skills, create ownership, provide a challenge, act as a model, and explore potential. A coach often acts as a partner, providing clients with tools, support, and structure to achieve more than they might be able to do by themselves.

James Flaherty in "Coaching — Evoking Excellence in Others" states that coaches are accountability partners that support someone in reaching her goals, disciplinarians who change someone's unwanted actions. They are also builders of competence that allows clients to become self-correcting and self-generating. He adds on that coaches "understand the client's structure of interpretation, then in partnership with the client alter this structure, providing a new language that allows the client to make new observations". To illustrate the last sentence, we cannot find the brake pedal in our car unless we have the language of driving. We cannot observe what we are feeling if we do not have the language of emotion. Finally, what allows the client to become a long-term performer is continual, focused, intentional practice.

In the next note we will take a look at some basic principles in coaching.

ISO 14000 Standards

ISO 14000 series standards address the following subjects:

1. **ISO 14001:** Environmental Management System.
2. **ISO 14010:** Environmental Auditing.
3. **ISO 14020:** Environmental Labeling.
4. **ISO 14030:** Environmental Performance Evaluation.
5. **ISO 14040:** Life Cycle Analysis.

PUTTING THE “I” BACK INTO “INTERNAL AUDITING”

By Marc Rougeot

Looking back on my first days when I was conducting internal audits, I often said to myself: “How can I improve the process...”. When you first start out as an internal auditor, you are usually presented with, as I would call it, a “ready to do internal auditing kit”. For those that are more fortunate, you are the one implementing the Quality System from A to Z - allowing you to customize it.

The usual scenario is that you take over the position as QA where someone else has already built the Quality System. The only step left to do is to fit yourself into the pre-made mold. I describe such a mold as where you have a lengthy checklist that covers all elements of the standards and a Quality System documentation that is extremely heavy (a lot of words to describe a simple task). The danger of fitting is to these so called “molds” is that the ambitious Quality Assurance Manager soon sees internal auditing as a task that is repetitive and not as stimulating as they had initially thought it to be.

As a result, before each audit, you end up reading and re-reading the same procedures, which is very time consuming. If you are saying to yourself: “Hey.. I feel like that” well it’s time to change! Getting out of the box is not an easy task but will require a bit of extra work. You need to look down the road at the benefits. Here are some quick tips that allowed me to put the “I” nteresting back into “I” nternal Auditing.

Flow-Charting: When auditing, I often found that you end up getting answers that are spread throughout the various pages of the checklist.

The following really becomes a challenging task: Covering all of the questions, without making the auditee feel like you are spending more time flipping through the pages of your checklist rather than listening to them. Achieving the balance of covering the points you need to review, while, at the same time guiding the auditee can be easily achieved with the use of a process flowchart. Where to start?

Step One:

The first thing to do is map out all the steps that happen in a specific activity. For example in the receiving stage you could have the following steps:

- Incoming material
- Paperwork completed
- Signature approval
- Visual Inspection
 - Dimensional
 - Count Inspection-
- NCR Report
 - Hold Area
 - Customer returns
 - Stock
- Safety Training... and so on...

Step Two:

Once the flow is made, key words that need to be covered are written next to the steps.

Step Three:

Adding the applicable procedure or work instruction number next to each step is a great help.

Remember!!!, key words must be short and keep each process flowchart down to one page. If you write long lines of text, you will create a break in the audit flow when you stop to read them. The success of flowcharting is achieved by quickly write down objective evidences directly on the chart during the interview: an order number, a product code or the name of the person who you talked to. You are collecting objective evidence and at a glance can easily see what has not been covered during the conversation or where lies a weakness in the process.

This will allow you to guide the auditee towards the missing key subjects without pausing or hesitating. If a specific topic comes up that is not on the flow-chart, you have a clear indication that your procedures will need some updating.

Don’t forget to add any new steps that occurred on the chart before the next scheduled internal audit. I have often found that many companies have created flow charts in the process manual, but do

not use them as a tool to enhance their internal auditing. If they’re available, why not use them!!!

Look Listen and Learn: Since the internal auditor usually knows the procedures inside out, you end up going into an audit with pre-set questions in mind to validate what you already know:

“Do you calibrate your measuring equipment?” ...

“Do you inspect the products?” ...

Before conducting an audit remember the following: People are proud of their jobs, no matter what position they hold within the company. When you approach someone in an audit, ask questions like:

“What are you working on?” ...

“How does this work?” ...

“How did you learn all of this!!!” ...

You should always let the person talk and only intervene with another open question if you see they are heading way off track:

“You mentioned something about maintenance” ...

“This machine over here looks interesting,

What could you tell me about it?” ...

Before you know it, the auditee will be leading through all stages of your flow chart, covering all key elements of the standard and at the same time you will be learning a great deal more about the person and the process.

Leveling out: If you are auditing someone who is showing you information on the computer screen, ask if you can have a seat next to him or her. I have found that if you stand over a person who is sat down or if you sit at the opposite side of the desk, there always seems to be that non-comfort zone: you are the auditor and they are the auditee. By sitting next to a person who is showing you information, you increase the chances of them sharing different information with you and at the same time you have a better view of the situation enabling you to throw in some of those open end questions...

“This form here - What is it used for?”

Furthermore, if someone crouches down to point at a specific part, product or machine, don’t hesitate to crouch down... get to the level of the situation. Auditors are not made to stand straight with a pen and pad!!!

On hands experience ... if someone is holding a product or part in front of you, if they don't mind, ask to hold it. Look and examine the object. How can this help? For example, during an audit, a person was showing me what type of glue they use to stick parts together.... I asked to hold the pot of glue, and while they were talking, I discreetly turned the container in my hand, glancing at the expiration date, which I found to be expired. If I had stayed with my pen and pad at all times, I would have missed out on some valuable information.

The mirror effect: When conducting an audit, the way you feel will immediately set the overall mood of the interview. I will always remember what my first trainer (Susanne Walker) told me: "You have to Believe.. Be excited about Quality...". Since that day I have found that when conducting an audit, if you view it a sense of adventure, the enthusiasm spreads quickly and the personnel around you will be motivated and willing to share more information with you.

In conclusion, there are many different ways to get the most value out of your internal audits. On a daily basis, auditors promote continuous improvement... the same should always apply to auditing. Each individual must try and find the approach that makes them feel comfortable, and remember...

an audit is as interesting as you make it.....

Marc Rougeot is a Quality Systems Assessor with KPMG Quality Registrar Inc.

*He can be reached at the following:
Marc Rougeot
Phone : (514) 840-2242
Fax : (514) 840-2187
E-mail: mrougeot@kpmg.ca*

**SPACE AVAILABLE
For
Advertisement**

Certification in the quality field

By David Tozer Ph. D

Briefly, there are two main schools for quality improvement. One is statistical in nature while the other is procedure based. Both approaches focus on the management processes of any organization that is involved in having a formal quality system.

Statistical approach came out of the economic necessity of minimizing waste when the company is giving away a manufactured product. For example, a telephone used to be given with each subscription by Bell. If the phone was not properly manufactured it would not work properly, making it expensive to service and causing all sorts of other expenses. Service expenses would cut into profits, and adversely affect the growth of the company. The statistical approach insists on using data to understand where a company's quality level is, and how to improve it. All processes vary and it is an objective of quality engineering to plan for the reduction in process variation; thereby allowing a company to produce a better product more reliably at a lower cost.

The procedural approach started with government-imposed standards either through contracts or regulations. With this method the company writes down the procedures and instructions that employees are required to know to do the job properly. The most familiar standard that is to be met is ISO 9001. This is an out growth of the NATO standard AQAP-1. Various industries have standards that are similar to ISO

9001 that participating companies are required to follow. Over the years the amount of emphasis on quality improvement has increased. For the most part the Certified Quality Engineer, Certified Mechanical Inspector, Certified Quality Technician, and Reliability Engineer emphasis the statistical approach. For many people this method is challenging and requires a lot of personal effort for them to become proficient.

The Certified Quality Auditor focuses on the procedural approach to quality. For ASQ, the auditor is required to have a basic knowledge of statistics and statistical process control.

Having the CQA and CQT certifications would demonstrate a basic understanding of the procedural and the statistical approach.

Obtaining the CQE certification demonstrated a solid understanding of basic statistical methods, basic procedural auditing and quality management.

The Certified Quality Manager focuses on managing the quality function on a steady state and project business environment. For ASQ some knowledge of statistics is required.

The Certified Software Quality Engineer certification is procedure since the main way to get quality in software development is to describe the management process that is required to deliver a quality product. Industry standards are used as the standards to which the procedures are built.

ASQ certifications allow an individual to show they are properly educated in the quality field with respect to industry requirements.

PONC as a Quality Management Tool

M. Alam Ansari

COQ (Cost of Quality) = POC + PONC

PONC cost is estimated at 25 % of the total Operation budget

Quality Absolutes:

Four Absolutes contribute to the cost of quality standards, namely:

Absolute # 1: Definition of quality.

Goodness ----- Conformance to requirement
Requirement may be desired, needed, mandated characteristics and applicable to Output, Input Process

Absolute # 2: The System of Quality

Appraisal ----- Prevention
Prevention measures include: Performance standards Procedures, Facilities Equipment, Training Knowledge

Absolute # 3: The Performance Standards

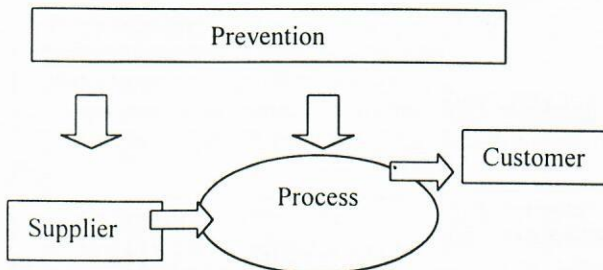
That's Close Enough. ----- Zero Defects

Absolute # 4: Measurement of Quality

Index ----- Price of Nonconformance (PNOC)

POC: Price of Conformance

Activities undertaken to establish requirements and insure they can be met right the first time and every time.

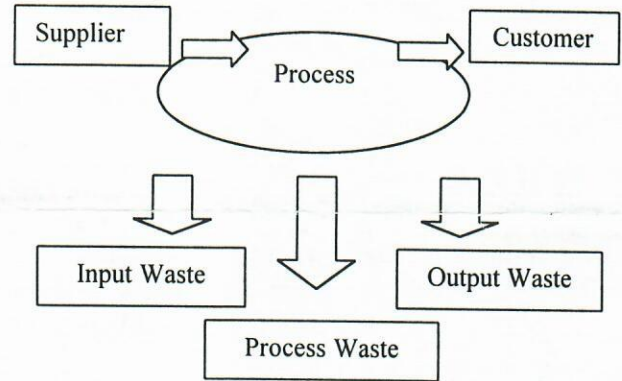


Price of Conformance Elements:

- Training
- Process Proofing
- Models
- Requirements Testing
- Demonstration Projects

PONC: Price of Non Conformance:

Activities and consequences when requirements are not met or we are not sure if they have been met.



Elements: Price of Non-conformance

- Avoidable waste
- Loss ratio
- Fire Fighting
- Late deliveries
- Excess Inventory
- Warranty
- Idle times
- Product cost
- Penalties / fines
- Demurrage
- Customer returns
- Under utilized facilities
- Legal fees
- Project overruns
- Engineering charges

The price of non-conformance is an important component while taking management decisions and preparing management policy.

To maximize the profit and minimize the losses PONC captures approx. 25 % of the total operating cost.

A well-managed quality control can easily save these undesired costing to improve profit margins...

DIAZ TEX

DIVISION OF 3551253 CANADA INC.

2110 Lucian Thimmens
 Ville St. Laurent, Quebec. H4R 1L1
 (514) 344 7772

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.

The Newsletter ASQ – Montreal Section 0401 is a monthly issue mailed to the members, sponsors and patrons. The objective of the newsletter is to provide information useful to its members and valued sponsors, bridge the gap for better communications among members, create and provide a solid platform for career development, opportunities and expose the path for quality certification. The newsletter also publishes section activities, conferences and seminars. *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.*

OFFICERS 2000/2001

Chair & SMP:

Keith FORCIER, KGF,
Quality Management, (450) 969 0709

Vice-Chair & Education:

Dr David TOZER, (514) 697-3831

Secretary:

Isabelle LEMIEUX, (514) 818-2937

Treasurer:

Eric STERN, CQA, (514) 483-6264

Program & Arrangements:

Bernard DOIRON, CQA
(450) 653-4879

Membership:

Dr Intez ALLI, CQA
McGill University, (514) 398-7920

Internet, Certification, Examining:

Norman DICKINSON, CQA
(514) 334-6102

Awards & Historian:

Jean-Pierre AMIEL, CQA
STCUM, (514) 280-5412

Koalaty Kid:

Kevin LAFRAMBOISE
Concordia University, (514) 848-2978

Directors:

Raymond DYER, COMgr, CQA
Sam WEISSFELNER, CSQE, CQA

Newsletter Editor:

M. Alam Ansari,
Phone: (514) 696 9184 & 334- 7772
Fax: (514) 334-8973
Email: ansari@videotron.ca

Looking for New Career Opportunities

Go to www.asqmontreal.qc.ca for job postings of interest to members of the Montreal Section of the ASQ. Then click on "Career Opportunities". New ones are being added all the time.

Employers: Do You Have a Quality Related Position That You Need Filled?

Post it for **FREE** on the section's web site.

The Montreal Section of the ASQ is comprised of more than 400 experienced professionals in the quality profession. Go to www.asqmontreal.qc.ca, click on "Career Opportunities", go to NOTE #3 at the bottom of the page and follow the instructions. It is simple.

To our members!!

The Section Executive has decided to advertise Career Opportunities on the section web site exclusively. This is due to many reasons none the least of which is that many employers who do advertise with us require the applicant to apply for the posted position "on-line".

ASQ – Membership benefits

- Quality Management Journal, Quality Press and Quality Progress
- On Line help and Networking
- Seminars and Conferences
- Examination guideline / assistance and Certification Courses.
- Periodicals / Books and R & D Reports on Quality

| Ad size ($\$ 1/2 \times 11$) | 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 |

Rates apply for placing ad. in one Newsletter issue. Discounted rates are available for multiple issues. Companies with an ASQ membership may advertise employment opportunities in quality related fields.

Articles, profiles, announcements, activity, advertisements and reports are welcomed from all ASQ Members.

LOOKING FOR A CHANGE??
CHECK YOUR SECTION'S NEW WEB PAGE FOR
CAREER OPPORTUNITIES AT
WWW.ASOMONTREAL.OC.CA

ADVERTISEMENT SPACE AVAILABLE

Contact M. Alam Ansari, Newsletter Editor & Publicity at (514) 696-9184, Fax No: (514) 696 9184 / 344 1822 or e-mail at ansari@videotron.ca