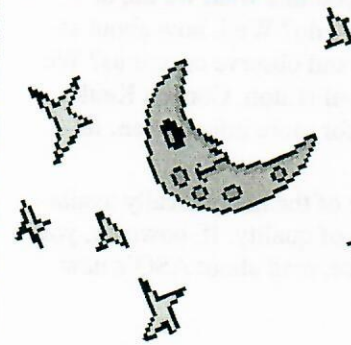




The objective of the Newsletter is to increase awareness, interest and involvement in Section activities and quality-related subjects.

Inside this issue:

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Night of the Registrars

Now that ISO-9000:2000 is a fact, how does it affect my present certification, what does it mean to my implementation program? Is it for me?

Get some real answers from representatives of QMI, SGS and Samson Belair Deloitte and Touche, our guests for that evening.

DATE: WEDNESDAY, APRIL 11, 2001

TIME: 6:00 PM, Hot and cold Buffet

PLACE: Hilton Hotel — Dorval Airport

COST: Members \$25 Non-members \$30.

And, we pay the Parking !!

For reservations or information, contact :

Bernard DOIRON (450) 653-4879 or Fax (450) 653-5585

Unable to join us for supper?

The coffee and the conference are free after 7:00PM.

Special points of interest:

- Where do you Stand on your Quality Journey?
- ASQ Self-directed Learning Programs
- Leaders Take Action First and Ask Questions Later
- Some Thoughts on Volunteering

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

SPRING'S HERE !!!

That time of year again. Snow's melting, taxes have to be paid, windows are once again open and brooms are sweeping the Winter dust away — Spring cleaning.

Here at good *old 401* (when you're over fifty you can say that), we have an almost new Executive. We kept some members for continuity and look forward to new faces in the coming months as we search for those individuals who want to develop improve their talents as planners, leaders and motivators.

That's right, we're asking you to give us some of your time to **Publish** the Newsletter, plan our **Programs** of events, communicate our quality values to future generations in our **Koality Kid** program or **Student branch**. You could be helping identify and recruit other members as **Membership** Chair, or work on our **Internet** site, recom-

mend **Recertifications** of membership grades or teach/coordinate **Education** courses.

Opportunities await you. Experience comes from many sources and places, volunteering is one of those places. It's definitely a place to exchange about what's going on and a place to look for resources.

You don't like what we do, you like what we do, or maybe you don't know what we do? Well, how about attending an Executive meeting and observe or tell us? We meet once a month at the Dorval Hilton. Contact Keith FORCIER at (450) 969-0709 for more information. Its **YOUR Section** after all.

We regularly advertise some of the many locally available courses on various aspects of quality. If, however, you prefer to learn at your own pace, read about ASQ's new self-learning programs. **Q**

A Word or Two from Your Chair

by Keith FORCIER
Montreal Section Chair



Greetings to all members,

It is that time of the season where all is coming out of the winter sleep. Soon in the upcoming issues of the Newsletter, we shall have more quality-related articles for other members from the Montréal section.

I would like take this opportunity to welcome the new **Executive for the 2001-2002** quality year.

Also, I would like to remind you that at this time, volunteers are needed for the Executive next year. As a volunteer you will be involved in the continuation of this Section's contribution to the Montréal quality community. To get involved, contact me at kgfservice@aol.com.

Thank you and I would like to wish all a safe and happy holiday, see you at our many events in 2001.

Keith Forcier, Chairman 2000-2002

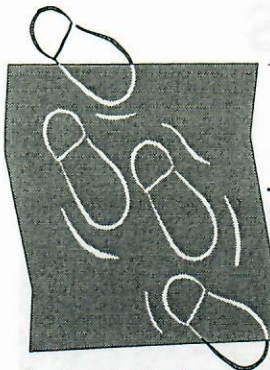


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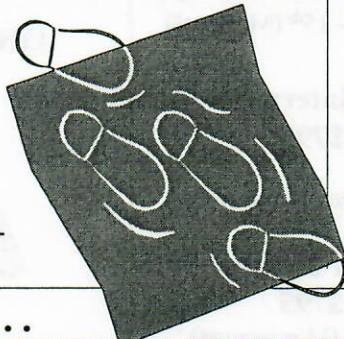


Where do You Stand on Your Quality Journey?

Reflexions on your quality organisation in twenty questions, as extracted from www.NQI.ca

Use the rating scale below to give yourself a rating in % on each of the following questions. **This is not a pass/fail exercise.** It is a tool that management teams use to move their strategic improvement journey forward. Use a tabular form and add comments on "strengths" or "opportunities" that each question brings up.

1. Is a strategic plan in place, reflecting the principles for excellence and incorporating improvement objectives, and has it been communicated to all levels?
2. Are there positive trends in key measures of organizational performance?
3. Is the information gathered, analyzed and evaluated to determine customer needs?
4. Do we have full agreement on the importance of customer satisfaction, at all levels?
5. Is it easy for customers to provide input on their needs, seek assistance and complain?
6. Are there good levels and trends in customer satisfaction?
7. Are issues identified, prioritized and measured, and are improvement goals set?
8. Are formal organizational assessments conducted?
9. Are systems in place to recruit, develop, recognize and assess people, and are steps taken to minimize the effects of any restructuring?
10. Do we determine training and development needs to meet goals in the improvement plan, and do we respond to these needs?
11. Are peoples' suggestions and ideas for improvement encouraged and implemented?
12. Do we train our people in improvement principles and methods?
13. Do we identify the contribution of our people, measure their satisfaction levels and link the feedback to future improvement opportunities?
14. Are there good levels and trends in employee satisfaction and morale?
15. Do we design, describe and document key processes capable of delivering the services and/or products that meet our customer requirements?
16. Are problems analyzed, causes identified, and action taken to prevent recurrence and provide for future process improvement.
17. Are process improvements implemented and monitored, and are changes embedded to ensure consistency in the future?
18. Are key processes analyzed to determine opportunities for continuous improvement through incremental refinement and/or fundamental redesign?
19. Are there good levels and trends in service and/or product quality, compared to documented service standards and/or product specifications?
20. Do we have cooperative working relationships with our key partners?



Rating Scale

0% — Just Beginning

- No systematic approach evident
- Emphasis is purely on "corrective" action as against "preventive".
- Very little deployment (quality focus) within the organization.
- Few and/or poor results

10-30% — Good Start

- Beginning of a systematic approach
- In transition from corrective to preventive mode
- Deployed in some areas of the organization/department
- Some good results are achieved and positive trends evident, no comparative data.

40-60% — Well on the way

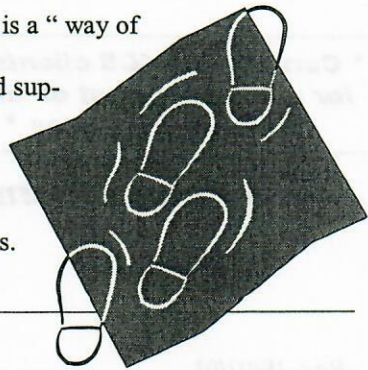
- Sound systematic approach
- More emphasis on improvement than on correction
- Deployed in all major areas and in some support areas
- Good results achieved positive trends in all key areas, with some comparative data.

70-90% — Fully Implemented

- Systematic approach
- Well implemented across the organization
- Effectiveness assessed at high level
- Key processes are understood, documented, stable and reviewed for improvement.
- Focus on continuous improvement

100% — Best Practice Organization

- Sound systematic approach, fully integrated, with refinements over many years
- Continuous improvement is a "way of life" in all areas.
- Deployment in all key and support areas
- Outstanding (world-class) results and trends compared to leaders in other sectors and countries.



Helping you learn from experience: **OURS**

UPCOMING TRAINING COURSES



ISO 9000

ISO 9000 Lead Auditor
\$1595

March 19th – 23rd (French – Montreal)
April 23rd – 27th (English – Montreal)

ISO 9000 Internal Auditor
\$795

March 7th – 8th (English – Montreal)
April 18th – 19th (French – Montreal)

QS 9000 New

Advanced Quality Planning (AQP)
\$795

April 10th – 11th (English – Montreal)

*** Current SGS ICS clients qualify
for a 10% discount on all of the
above courses ***

ISO 14001

ISO 14001 Lead Auditor
\$1795

March 19th – 23rd (Mississauga)
April 2nd – 6th (Mississauga)
June 11th – 15th (Montreal)

ISO 14001 Internal Auditor
\$795

May 2nd-3rd (Mississauga)

ISO 14001 Introduction
\$795
May 1st (Mississauga)

ISO 14001 Aspect, Impacts & Pitfalls
\$1095

March 19-23 (Mississauga)

**** Eligible for
SQDM Credit
In Quebec**

OHSAS 18001:1999

**OHSAS 18001 Health & Safety
Implementation & Auditing \$795**

March 22nd – 23rd (Mississauga)

OHSAS 18001 Lead Auditor \$1795

May 14th – 18th (Mississauga)

ISO 9000:2000

Seminar \$295

March 27th (English – Ottawa)
April 12th (French – Montreal)
May 4th (English – Montreal)

Internal Auditor \$795

March 7th – 8th (English – Montreal)
April 3rd – 4th (French – Montreal)

Lead Auditor Transition \$895

March 27th – 28th (English – Ottawa)
April 5th – 6th (French – Montreal)

**For more information : In Montreal, call: 514-695-3310 or fax: 514-695-9799
Out of Town, Toll Free: 1-888-695-4769**

Upcoming Events



If you want to help for the upcoming season or have questions on our future program, contact me, **Bernard DOIRON** at (450) 653-4879 or fax (450) 653-5585. ☞

Event Date	Description of Planned Event
9 May 2001	New Members and No-So-Old Members Night. An opportunity to network with your peers. A favourite event.

« Experience is something you don't get until just after you need it. »

We welcome the following new members !!

- ♦ Carmelle Adam, SSA Services
- ♦ Kin S. Chitchong, Team Inc
- ♦ Danielle Desrochers, VF Imagewear
- ♦ Jean-Robert Dufour, Oerlikon Aerospace

- ♦ Roger Duquet, Harbour Industries Ltd.
- ♦ Yannick Le Ray, Harris MCD
- ♦ Jose A. Ribeiro, Belbois Ltd

ASQ Self-Directed



Learning Programs

Quality 101

Everyone in an organization needs to understand and apply **basic quality concepts**. That's why the ASQ developed the Quality 101 self-directed learning program. Perfect for newcomers or as a refresher for experienced employees, it is the only program developed and offered by ASQ that can lay the foundation for common quality practices organization-wide.

The *self-directed* training consists of print-based material and computer-based training components in six modules which address both philosophical and application essentials in the following six modules : Quality Benefits, The Evolution of Quality, Total Quality Management, Process Management, Quality Tools , Quality Deployment.

Each **print-based module** offers *progress checks* and *application suggestions* prompting the learner to explore the quality culture within their own organization.

The **computer-based training exercises** include:

A *pre-test* evaluating strengths and weaknesses in each content area and then generates a study plan to help the learner get started. A *focus test* that provides testing and feedback on the more difficult content areas. A *post-test* evaluating

mastery of the total program content. A *final* report that compares pre-test scores to post-test scores, which quantifies learning gains and provides guidance for further study. Successful program completion earns 1.5 CEU credits.

For a free Quality 101 demo, call 800-248-1946 and ask for **BDEMO10** (3.5" disks) or **BDEMO11** (CD-ROM). You can also download a demo from www.ASQ.org.

Certified Quality Manager

ASQ has released a NEW **Certified Quality Manager** self-directed learning program on CD-ROM. This entirely new program offers **seven** print modules covering the new CQMgr body of knowledge for certification preparation and professional development training.

All questions and activities in the computer component are at the knowledge or comprehension level as defined by Bloom's Taxonomy. There are between 30 and 40 contact hours and 4 CEU credits will be awarded for successful completion of the training.

Call ASQ at 800-248-1946 and ask for item SW1096. ☞

YOUR'E WELCOME !!

Executive Committee meetings are open to **ALL** members. Come and share your ideas with us. To attend, for the date of our next meeting at the Airport Hilton or for more information, contact **Isabelle LEMIEUX** (514) 818-2937 or **David TOZER** at (514) 697-0709. ☞

QMI Training Courses

▪ ISO 9000: 2000 Fundamentals

WHO SHOULD ATTEND?

Individuals who have limited or no prior knowledge of the ISO 9000 standards and want to gain an understanding of the requirements for the development of a quality management system within a manufacturing or service environment.

DURATION: 2 days

OBJECTIVES:

This course will provide participants with an understanding of the rationale and intent of the various sections of the ISO 9000:2000 standards. This course meets the prerequisite requirements for the QMS Internal Auditor and QMS Lead Auditor Training Course.

PREREQUISITES: None

OUTLINE:

- Introduction to ISO 9000 - benefits and application
- Quality Systems – historical background
- Objectives of a good quality management system
- The 8 Quality Management Principles
- Key concepts and definitions
- The “Core” ISO 9000 standards
- ISO 9001:2000 QMS – Requirements
- Overview of the Registration process

COURSE MATERIAL INCLUDES:

- ISO 9001:2000 Quality Management Systems – Requirements
- ISO 9004:2000 Quality Management Systems – Guidelines for Performance Improvements
- Quality Management Principles
- ISO Guidance on ISO 9001:2000 – Clause 1.2 Application
- Guidance on the Process Approach

A comprehensive workbook, with detailed references to the new Standard, as well as breakfasts and lunches are included in the course fees.



Making Standards Work for People and Business

Telephone: (514) 428-2491

Fax: (514) 694-9697

ISO 9000 & ISO 14000

TRAINING DATES IN MONTREAL 2001

-
- **ISO 9001:2000**
TRANSITION COURSE **\$695.00** PLUS GST
April 18-19 (E), May 2-3 (F) **\$595.00** (FOR QMI CLIENTS) PLUS GST

 - **ISO 9001:2000**
FUNDAMENTALS **\$795.00** PLUS GST
April 30-May 1 (E), May 28-29 (F)

 - **ISO 9001:2000**
FOR THE INTERNAL AUDITOR **\$795.00** PLUS GST
May 2-3 (E), May 30-31 (F)

 - **ISO 9001:2000**
QUALITY MANAGEMENT SYSTEM
LEAD AUDITOR* **\$1,695.00** PLUS GST
June 11-15 (E) *ANSI-RAB NAP Accredited. Meets training portion requirements for IATCA auditor certification.

 - **ISO 14000**
ESSENTIALS FOR ENVIRONMENTAL
MANAGEMENT SYSTEMS **\$895.00** PLUS GST
April 23-24 (E)

 - **ISO 14000**
INTERNAL AUDITOR FOR
ENVIRONMENTAL MANAGEMENT SYSTEMS **\$895.00** PLUS GST
April 4-5 (F), April 25-26 (E)

 - **ISO 14000**
ENVIRONMENTAL MANAGEMENT SYSTEMS
LEAD AUDITOR* **\$1,995.00** PLUS GST
April 30-May 4 (F), May 28-29 (E) *ANSI-RAB NAP Accredited.
-

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

To register for these courses, please call:

QMI, Client Services

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

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

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

or register on-line:

www.qmi.com



Networking and Executive Election Meeting

By Victor MIHAIL, Student Section Secretary

Even though it looks nothing like spring yet, it is already March and time for the **ASQ Montreal Student Branch** to plan its next event, scheduled for **April 3rd**, for executive elections and ongoing networking activities.

As a premiere, this activity will comprise a quality-focused "**job fair**", blending the job fair with interesting presentations about quality initiatives such as Six-Sigma in order to offer students an insight about the challenges of real implementation. On one hand, we want to give employers an opportunity to meet students with a quality "mindset" and, on the other hand, we want to give

students a chance to appreciate what companies need regarding quality oriented jobs and how they can better prepare to fill these positions.

The other objective of the meeting is the election of the new executive committee for the 2001-2002 academic year, while at the same time looking to increase interest for students in the ASQ Montreal student section, and to continuously improve participation in future activities.

We are pleased to invite companies' representatives, as our distinguished guests, to meet with the students as their potential future employees. ☞

WANTED

Wanted: Business leaders involved in Quality initiatives of any nature, from quality assurance, ISO, HACCP, Qualimètre, Six Sigma, etc. for a short interchange with the quality leaders of tomorrow. . . .

The *Student Branch of the ASQ (Montreal 0401)* has scheduled a special opportunity for you business leaders to interact with interested students. This will give you a chance to explain what you and your firm are currently doing in quality related activities. It will serve to inform the students of what is happening in the "real" world away from the theory of academe. It will provide you the opportunity to share in their education and to possibly influence these students in the direction of quality practice employment.

These students are in either undergraduate (B. Commerce, B. Engineering) or graduate programs (MBA, M. Manufactur-

ing). Some are members of ASQ. Hopefully, with your help, others will join.

They are studying in different universities in the Montreal area and they would surely appreciate the chance to network with you, pick up your business card and, if your firm is willing, allow them to leave a CV. Well, what say you? ? ?

Mark your agenda as follows :

- ♦ Tuesday, April 3, 2001
- ♦ 17h30-19h30
- ♦ Concordia University

For more information, contact **Kevin LAFRAMBOISE**, Concordia University at (514) 848-2978 or email at lafrak@asqnet.org. ☞

Leaders Take Action First And Ask Questions Later

Adapted from the March 2000, US Forest Service, Eastern Region Newsletter

Aspiring leaders often assume that their role models are successful because they make careful, deliberate decisions. The truth is a little more complex. While it is true that executives who act impulsively without considering available intelligence risk making huge mistakes, it is also true that highly effective leaders believe quick action is the key to success. Here's why :

- ♦ **There is no answer book...** Today's global leaders face an extremely fluid marketplace. They are often better served by taking small steps to "test" their ideas and learn more in the process.
- ♦ **Timing is everything...** Implementing the second-

best idea now is a better strategy than doing the best idea a week from now. It's a bigger risk to delay making decisions than to make marginal ones, warned Stanford professor Charles O'Reilly in a recent issue of *Entrepreneur*.

- ♦ **Winning is a numbers game...** Successful sales people believe every "no" they get brings them one step closer to hearing "yes," and thus do not fear taking risks. Great leaders make decisions with a similar mind-set. When a problem is particularly complex or novel, they trust their instincts because the chances of making mistakes are so great anyway. ☞

Some Thoughts on Volunteering

This year is Year of The Volunteer. Your Section, as you know, is run by volunteers who have given their time, expertise and commitment to make it happen. Why do they do it and what does it give them? Some of these questions are answered in this text borrowed from ASQ and reflects volunteering in many organisations.

What Can I Gain From Volunteering?

The benefits of volunteering are endless. The lack of tangible monetary rewards is more than made up for by countless valuable, intangible ones. Volunteering will help you not only professionally, but also in your social and personal development. Specific positions undoubtedly offer certain advantages for volunteering; below, you will find a general and partial list of what you could gain from volunteering.

Professional Experience

- ♦ Gain valuable work experience (solves the conundrum of how to find a job and gain experience when no one will hire you because of your lack of experience).
- ♦ Build your networking web.
- ♦ Develop resume, interviewing skills.
- ♦ Gain references.
- ♦ Get started on your career path by doing degree-related work.
- ♦ Gain insight into your future intended career; may help you decide whether it's the career you really want to pursue.
- ♦ Make use of good opportunity to talk, network with others already in the field; may lead to a job.
- ♦ Enhance your résumé.
- ♦ Develop marketable skills (interpersonal, organizational, technical...).
- ♦ Gain practical experience.
- ♦ Give yourself an edge in the competitive job market.
- ♦ Demonstrate to future employers your true interest, dedication to your prospective career.

Personal Growth

- ♦ Receive personal satisfaction, altruistic sense of accomplishment, a sense of well-being, a balanced life.
- ♦ Learn new skills.
- ♦ Gain an opportunity to develop or display leadership skills and initiative.
- ♦ Have a chance to be a role model, a special friend to someone.
- ♦ Work in a less stressful environment.
- ♦ Gain positive self-esteem.
- ♦ You're sure to do something you're interested in.
- ♦ Social Interaction.
- ♦ Contribute back to the community; gain a sense of in-



volvement.

- ♦ Build your profile in the community.
- ♦ Introduce yourself to new friends and acquaintance.
- ♦ Develop your teamwork and communication skills.
- ♦ Receive appreciation and thanks.
- ♦ Have fun!

What Can I Offer as a Volunteer?

Often, being a volunteer simply means being a friend. Many programs seek friendly volunteers to interact with a chosen group of people, such as seniors, the physically challenged, new immigrants, or school-age children. As such a volunteer, you have a wonderful opportunity to share your interests, expertise, and experience, and to demonstrate your listening skills and compassion. Everyone has special qualities and a lot to offer; there are always people waiting to meet you, to welcome you as a volunteer.

What You Offer as a Volunteer

- Your experiences, stories, anecdotes;
- Your interests and talents;
- Your expertise in a specific area (academic or otherwise);
- Listening skills;
- Compassion and patience;
- Enthusiasm and adventure;
- Hope, for those who believe that no one cares about them;
- New ideas and perspectives;
- Leadership;
- Administrative support;
- Time;
- Friendship;
- Encouragement.

About Volunteering

Before choosing a volunteer position, decide which skills you want to develop, and where your interests lie. Conduct some research, visit the organisation, or talk to other people who have worked there. Sometimes, organizations will let you develop your own volunteer position with them if they do not have one advertised, but you are keen to work with them. You may also want to make sure that the organization you will be working for will provide necessary training. And do be realistic about the amount of time you can commit to the job. Finally, remember that volunteering should be enjoyable!



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

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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."*

ASQ's Vision Statement :

"A World of Improvement Through the American Society for Quality".

ASQ is a society of individual and organizational members dedicated to the ongoing development, advancement, and promotion of Quality concepts, principles, and techniques. With a network of over 133,000 members in 64 countries, it's initiatives focus on enhancing the quality profession and on quality's role in the marketplace. Leading people with a commitment to quality into action is ASQ's mandate, stemming from the belief that the best way to improve quality is by helping people improve themselves.

The Montreal Section, was accepted as the 43rd Section of the American Society for Quality in 1950 and designated Section 0401. 

The Montreal Section 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. »

Come visit at www.ASQMontreal.qc.ca

Newsletter advertising rates — Still the best in town

Ad size (8½ 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

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

Contact **JP AMIEL, Newsletter Editor & Publicity** at (514) 280-5412 or e-mail at jpmiel@asqnet.org.