



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

Inside this issue:

Editor's Page	2
Human Performance Measurement	3
Coming Events	4
ASQ Certification Exam Dates, Recertification	4
New Members	4
Quality Manager: Guru or Coach?	8
Advertising Rates	10

Hugh Mitchell, Universalia Partner and Practice leader, will talk about the 360 degree evaluation — the approach for measurement of individual, team and organizational performance, the evaluation of Knowledge, Competency and Quality.



DATE: WEDNESDAY, NOVEMBER 14, 2001

TIME: 6:00 PM

PLACE: Hilton Hotel — Dorval Airport

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

And, we pay the Parking !!

For reservations or information :

Branimir TODOROV (514) 843-5115 or Fax (514) 286-6078



Special points of interest:

- Some thoughts on the Human Side of Change
- Looking for a New Career or for a Career Change

LOOKING FOR A CHANGE ??

**CHECK PAGE 3 AND THEN YOUR SECTION'S WEB PAGE FOR CAREER OPPORTUNITIES
WWW.ASQMONTREAL.QC.CA**



The Editor's Page

By Eric STERN, CQA,
Newsletter Editor, eric@cam.org

LET'S REGROUP !!

Where I get my news from it does not look rosy. Almost recession, a new kind of war, as chemists and statisticians say: the entropy is growing. For many fear and terror has taken over. Fortunately many others have renewed their humanity: they reached out to friends, reduced aggressiveness, all in all focusing more on what is really important in life.

While the process of global economy and global terrorism seems to escape sometimes our control, at ASQ we keep focusing on the control of business, production and human relation processes. October 24 Denis Pronovost got a large group of listeners excited about the way ISO 9000:2000 has us take care of some of these issues and how this affects us quality professionals.

As I am learning the ropes of being an editor, I discover that going to print on the deadline date does not assure quality. Unfortunately, I repeat my mistake from the last month. The result is that probably no one will have the time to proofread my text and the quality will suffer. To solve my problem, here is what I ask YOU to do help me in the future.

1. **Write.** It is your newsletter. Not only I, but many other members of the association want to find out what your needs and desires are. Alternatively, you may have found a neat way of producing results and would like to share it with your colleagues in the profession, in order to get feedback, or to discover who else is working on similar issues. Yes, many of us are too busy just fighting our daily struggles. Think however how much more effective you could be if you use the ASQ section resources to your own advantage.
2. Offer to **proofread** on a short notice. Some of you are excellent at it and actually like doing it. The deal is that you get to see the Beta version in exchange for proofreading. If we could get a few of you to collaborate, you could even get a "designated page" just for yourself to proofread.
3. **Identify** non-members who may benefit from reading the Newsletter. We may set up special arrangements for them, if the numbers are large enough. In

fact, this edition goes out to a large number of former members who have not renewed their membership. Of course we hope to bring them back to the

A new tool for communication amongst quality professionals in the Montreal region was launched last spring. quality_montreal@yahoo.com is an internet discussion group where, with a push of a key button you can pose your questions, distribute your comments, make your appeal to all other participants in the group, or contribute to other group members with your knowledge.

I participate actively in several similar groups and benefit from the increased efficiency I gain. For example at [Teamicfmontl](#) we organize the activities of the Montreal chapter of the International Coach Federation; at [WalkMontreal](#) we announce the sites of our future Saturday morning walks and at [iso25@quality.org](#) a large group of specialists discuss the intricacies of testing and calibration laboratories accreditation and the associated questions of what is uncertainty and how to measure and express it.

There was never any spam on any of these groups and no more viruses than anywhere else. (I stumbled on one just before starting to write this, and before my protection software could completely eliminate it I managed to involuntarily send out the virus to one of the sites — Yahoo immediately notified me and I took all possible containment measures).

association and are willing to increase somewhat our printing and mailing costs for that purpose. If you are one of them, please let us know what keeps you from renewing your membership and what may bring you back. Even better, renew your membership.

Its **YOUR** Newsletter. 

Measure human performance? How?

Shortly Hugh Mitchell will talk to us about the balanced score approach, or 360° evaluation of human and organizational performance. As a balanced journalist that I try to be, and a quality professional interested in optimal solutions, I want to give you a taste of a view that describes the potential limitations of the approach. Bring your own opinions and questions to the next meeting and help us learn.

Eric Stern

Tom Coens and Mary Jenkins just published in the Fall 2001 edition of the Human Development and Leadership Division of the ASQ HUMANELEMENT an article entitled “**Say Goodbye to the Performance Review — REALLY!**”.

They quote Dr. Deming saying that the annual performance review “nourishes short-term performance, annihilates long-term planning, builds fear, demolishes teamwork, nourishes rivalry and politics. ...It leaves people bitter, crushed, bruised, battered, desolated, despondent, dejected, feeling inferior, some even depressed, unfit for work for weeks after receipt of rating, unable to comprehend why they are inferior. It is unfair, as it ascribes to the people in a group differences that may be caused totally by the system that they work in.”

Later modifications of the system, with more appealing names like “Annual Feedback and Development Dialogue” remained mandatory, yearly events with uniform forms, initiated or overseen by the supervisor, in essence a judgment of the individual performance placed in the personal file and connected to corrective measures, including final warning and termination.

In their opinion the 360-degree feedback appraisal, performance management and competency measurement has a disappointing impact. An Industry Week survey mentioned that only 18% of the respondents said that their performance review were effective, with 48% calling them “second-guessing sessions”.

The authors blame failure on the underlying assumptions that the boss or organization is responsible for improving everyone’s individual performance, that organizational improvement comes from improving the parts, and that improvement opportunities should be triggered by an annual date.

They propose changes in the belief systems towards trust in the desire of most people to do a good job, and focusing on systems and processes to produce improvements. Other proposals include a separation of the functions of feedback in the appraisal from the ratings, pay, promotion, and development, replace the annual routine with “just-in-time” feedback that is always available, experiment with alternative modes of reaching the desired goals.

The pay system they propose replaces merit with other criteria including skills, market adjustments, maturity in the job, cost of living and the company profitability.

For people who want or situations that require a more structured approach they recommend the provision of feedback templates and formats.

Organizations from many sectors of activity have stopped the yearly appraisals and improved organizational performance, generated healthier work cultures, and better relationships among people. The example of Glenroy Inc. gives a detailed description of a success story.

Eric Stern ☉

Looking for a New Career or for a Career Change

Head over to www.asqmontreal.qc.ca and check out *Career Opportunities*. New quality-related positions are being added all of the time. Better yet why not get an *e-bulletin* mailed to your In-basket each time a new opportunity is posted.

To subscribe to the service, just send an *e-mail* request to n.dickinson@asqnet.org with "Add to Job List" in the Subject Line. The address that you send the request from must be the address that the e-bulletins will be sent to. You **MUST** be a member in good standing of the ASQ Montreal Section to benefit from this service.

Note to Employers

Do you have a quality related position that you want filled by one of ASQ Montreal's highly qualified professionals?

Head over to www.asqmontreal.qc.ca and follow the link to *Career Opportunities*. There are specific instructions on the page. You can also send the relevant information to me at n.dickinson@asqnet.org. ☉

Upcoming Events

By Branimir TODOROV, Program Chair 2001-2002



I am delighted to invite you November 14 to the next activity of our ASQ section . Hugh Mitchell, a distinguished speaker, Partner and Practice Leader from Universalis, will design and present a practical approach for measurement of human resources, knowledge, competency and quality. Hugh will describe the key measures for organizational, team and individual performance, including 360-degree evaluation. He will present a matrix of human resources measures and tools. Join us! ☺

Welcome to Our New Members !!

Norman Ansley Dave Arsenault Carole Duclos Rafik Kaci Anika Pauline Pelletier Fouad Ayat Laurent G. Arselin	Carmela Caterina Eva Cheung Debbie Conroy Sylvaine Ducharme Gokhan Celik Patrick Boucher Pius G. Burke John Butlin	Jean Nicolas Desrosiers Wieslawa Drewniak Carole Filiatrault Nathalie Gelinat Annie Laberge Marc Levesque Loan Thi Mai Nguyen	John Rembacz Francois Senecal Rodney J. Shaughnessy Imran Iqbal
---	---	--	---

WE ALWAYS HAVE SPACE FOR YOUR ADS
Please contact Eric Stern at (514) 483-6264, or eric@cam.org

ASQ Certification Exam Dates

<p><i>Please bear in mind that these exam dates were correct at the time of posting. They may be revised by ASQ at any time.</i></p> <p><i>For the latest dates please contact ASQ directly at 1-800-248-1946. ☺</i></p>	2001	EXAM DATES	APPLICATION DEADLINE
	CQE/CQA/CSQE/CQIA	December 1	October 5
	2002		
	CQT/CRE/CMI/HACCP Certified Quality Manager	March 2	January 11
	CQE/CQA/CSQE/CQIA	June 1	April 5
	CQT/CRE/CMI/HACCP Certified Quality Manager	October 19	August 23
	CQE/CQA/CSQE/CQIA	December 7	October 4

A repeated request from Norman Dickinson, Recertification Chair: “members who may be interested in preparing their **journals for recertification**, please let me know”. He and David Tozer plan to put together a presentation on “Recertification Journals, Guidelines for the members”. Norman added: “If not enough interest, then we won't spend the effort and the presentation won't be put on, but I'll get a little tougher with incomplete journals. I'll send them back.”

SGS AD

QMI AD

KPMG AD

“The Quality Manager: Guru or Coach?”

Raymond E. Dyer - ASQ Senior Member, CQMgr, & CQA
ASQ Montreal Section 401 Treasurer
Senior Manager Quality for Nortel Networks

There are many ways of viewing the role of a Quality Manager. Two which seem to have dominated how companies treat external customer-supplier relationships are the "Guru" and the "Coach".

The "Guru" is the quality expert which has all the answers relating to quality, tells buyers and sellers how to manage their accounts in a quality manner, decides who is a quality customer/supplier, and represents the company on all quality issues. Employees naturally delegate all quality related matters to this type of Quality Manager.

The "Coach" is a quality advisor who spends more time (and thus is more likely to have a stronger background) in quality related matters but does not need to have all the answers, tells buyers and sellers what quality objectives must be met with their accounts but leaves the how up to them, assists buyers and sellers in developing tools to evaluate who is a quality customer/supplier, and not only lets but encourages all points of the organization to represent the company on quality issues that affect them. Employees seek help from this type of Quality Manager but maintain responsibility over their processes.

The "Guru" approach may appear to work for a short while (especially when highly empowered) but is doomed to eventually fail. A single person cannot implement and maintain all quality related matters as effectively and efficiently as a group who understands the principles behind a quality system and is committed to applying them. Customers and suppliers don't want to be referred to some unknown quality expert when it comes to receiving products and services or understanding requirements, they want their contact to be that quality expert.

Because of the time involved in training everyone, making them understand their role and responsibilities regarding the quality improvement process, and developing the required changes in culture and commitment, etc, it may take more time to see significant change when taking the "Coach" approach to implementing quality. However, once entrenched, customers and suppliers will see the company as a quality organization rather than as an organization with a quality expert and will undoubtedly value the former over the latter.

I believe it is the obligation of all quality representatives to ensure that the quality improvement process is shared amongst all employees of an organization and that we avoid allowing ourselves to be tagged the "Guru", especially when it comes to dealing with external customers and suppliers. If we don't, we perpetuate an image that allows others to shy away from their quality obligations and rob our organizations of the real benefits of a quality improvement process.

Note: This article was originally published in 1994, in ASQC's Customer-Supplier Division's "THE PARTNERSHIP NEWS", Volume 4, No. 2, page 9.

December 5

*Put in your agenda our
Christmas Party,
a networking meeting between
new and not so new members.*



IQRS AD

