

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

Mitchell Daudelin , Environmental Chair in our section and environmental management consultant will speak about

ISO 14001- the Environmental Management System Standard

DATE: WEDNESDAY, May 22, 2002

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

We also discuss another aspect of the environment—the business and improvement processes that may enable us to improve ourselves and to contribute to the improvement of others.

Some views about and resources for Benchmarking. Check them out and choose to participate. You may have to flip through the pages back and forth. We hope that it pays off.

Contact us to follow up.

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CHECK PAGE 3 AND THEN YOUR SECTION'S WEB PAGE FOR CAREER OPPORTUNITIES
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The Editor's Corner

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

THE ENVIRONMENT.

“You probably know about the ISO 9000 series but what about ISO 14001. Does that ring a bell? Does your company have environmental issues to deal with? Have you ever considered doing an environmental risk analysis? Does your company have an environmental policy? ... Would you like to know more about the Environmental Management System Standard ISO 14001? Most probably!” - these were the words that Mitchell Daudier sent me when I asked for a punch line for her speech later this month. Well said.

Interestingly, one of my recollections of the word “environment” has to do with an MBA professor insisting that “scanning the environment” is one of the most important activities of managers. One effect is that I cannot pull myself away from the Internet screen and spend inordinate amounts of time doing just that — scanning. The context here is that Marjaneh Pourmand continued our conversations about the Newsletter with suggestions regarding possible future activities for our section.

The benchmarking that she proposes as an important activity for profit oriented organizations that most of us members of the ASQ serve, can also improve our individual performance.

The “click” for me is that benchmarking is one of the most advanced forms of environmental scanning in the business sense.

It is funny how on the one hand the environment is something that we need to protect so that we and our children have a sane place to live in, while in the business universe the environment is a place for great opportunities and some risks that we constantly need to assess if we want to succeed. Both aspects have to do with quality: the quality of our lives, the competitiveness of our organizations and our performance as individuals.

I welcome the fresh input that Mitchell and Marjaneh bring to our section's activities and hope that others will join in to keep our section vibrant and attractive for all of us. For one thing, Marjaneh's proposals ask for YOUR action. Just do it ...

It's **YOUR** Newsletter. [Q](#)

Letter to the editor

By Marjaneh POURMAND

Hi Eric,

As promised, I am providing a few thoughts for your consideration. Feel free to use them as you please.

- Having an area dedicated to word or clause or quotation of the month. This could cover any subject matter or any suggestions that members could provide. example: Process Benchmarking vs. Performance Benchmarking. (please see my excerpts on this in the attached file)

- An invitation to benchmarking for best in class among the members. This is to find best practices for specific processes. As an example, someone was interested to know about the packaging process. If this is an issue a member is interested to

get more information about, we could draw on expertise of the members coming from various organizations and compare notes, as well as drawing from those international members via ASQ net, etc... The initiative could be started among a few members with established processes. Even if these members are not involved directly in the process, they could provide contact information from their company with whom the benchmarking exchange could be made.

- Dedicating an area for summaries of interesting books/articles on quality related tools or concepts and experiences.

- Similarly this can be extended to having mem-

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Upcoming Events

By Branimir TODOROV, Program Chair 2001-2002



Learn to measure company performance!

Dear ASQ members and guests,

More than 36 people enjoyed the last event that dealt with the Measurement of the global company performance! Most participants are very satisfied with our program activities. We have modified our program this season in order to provide you with a conference that many of you will find interesting. Right now I am delighted to invite you to one extra activity on Environmental Management System ISO 14001 May 22, 2002. Would you like to know more about the Environmental Quality and Environmental Management System Standard ISO

14001?

Mitchell Daudier, environmental management consultant and Environmental Chair of our section will speak about

- Key Elements of ISO 14001
- Correspondence between ISO 9001/ ISO 14001

- ISO 14001 from the industries perspective
- Power of continual Improvement process
- Results of where ISO 14001 stands in the world

- Different implementation tools
- The future of ISO 14001: 2003 the new version

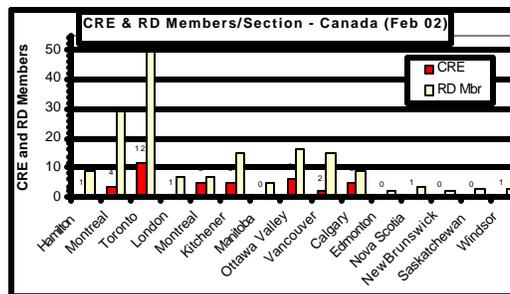
Join us! ☺

Reliability Division Region 4 – Spring 2002

We have received the the first issue of the Region 4 Reliability Division Newsletter highlighting upcoming activities and certification benefits that will be of interest to the Region 4 Reliability Community.

A planning committee has been organized for the October 2003 International Reliability and Maintainability Symposium to be held in Ottawa.

The region 4 councillor is Raymond Lee, raymond@cyber.com. Those interested can contact him.



Looking for a New Career or for a Career Change

By Norman DICKINSON, CQA, Internet Liaison

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@alumni.concordia.ca 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@alumni.concordia.ca. ☺

(Continued from page 2 - Letter to the Editor)

bers provide some interesting lessons from the recently participated seminars or conferences, etc.... to expand the quality community information base.

- Providing better information on the background of each ASQ committee member. As an example the newsletter could have a section dedicated to introduction of committee members titled "meeting our ---" or "who is ---" so that we know the person better and draw on his/her expertise. I personally would like to know the people in the Montreal group better and think this could be a good start. Every issue could pick one person as it allows, unless this is available on the website (I have not checked that!)

- An area could formulate project initiatives among ASQ members. or provide status on some on-going initiatives among the members and their employers. This could serve as a means of sharing information on the latest collaborations through ASQ.

- I for one would like to know what the members would like to know more of , i.e. subject matters for

seminars, trainings, presentations. For instance if they like to know more about Change Management, then we could invite some presentations on the subject, etc...

As an example, I would like to know more about metrics (performance measures) used in various companies to track performance and how often and who does that? This can also be part of net exchanges via ASQ site or other related measures as the committee decides.

I believe I have enough for today,

Best regards,

Marjaneh

P.S. At the end of the article/text attached, you may ask the members: As an ASQ member, would you like to participate in process benchmarking ? Which process would you have a particular interest on? I invite you to forward your suggestions to

Well, right now to Eric Stern, until we establish a Benchmarking Chair.

BENCHMARKING

By Marjaneh POURMAND

What is Benchmarking?

One could define it as an ongoing investigation and learning experience to uncover best practices so that they can be adopted and implemented

It is a process by itself and cannot be treated lightly. There have been 3 types of benchmarking defined. They are Strategic, Performance, and Process benchmarking.

Strategic Benchmarking is the practice of examining how companies compete and to seek the winning strategies that have led to competitive advantage and market success.

Performance Benchmarking is the practice of discovering the best performance being achieved by a competitor

in the same industry. It provides the competitive gap between your organization and a competitor.

Process Benchmarking on the other hand is the process of identifying, understanding, and adopting best practices in processes of leading organizations in different industries.... those who have achieved high level of performance in the process under examination.

Example: to meet the stretch target of reducing the time to build new 747 airplanes at Boeing from 18 months (in 1992) to 8 months, benchmarking teams studied the world's best producers of everything from computers to ships. By 1996 this time had been reduced to 10 months.

Mpourmand@KnowledgeExpress.ca

(Continued from page 6 "Start of the Benchmarking Interaction")
be a valuable investment.

For those interested, here are few other links to benchmarking sites that I further explored:

- eBenchmarking™ (www.ebenchmarking.com) is a monthly newsletter provided via e-mail. The newsletter is currently available at no charge. Subscription is available to individuals in corporations or governmental organizations who are involved with benchmarking. Their web site has a good list of processes, industries and more links.

- The Waterloo University and Wilfried Laurier University publish the results of a 1996 study on Best Practices at <http://www.arts.uwaterloo.ca/ci/contents.html>

Schedule of the executive meetings and events organized for the 2001-2002 season

May 22, 2002	ISO 14001- the Environmental Management System Standard	The last event of the season. A discussion about the standard and the new developments expected in the next few months.
May 29, 2002	Executive meeting	
June 2002	Executive meeting	

For those who have exciting ideas about events that they would like to see organized in the next season, now is the time to contact one of the Section executives (see the last page for names and functions) and make your proposal. If you want to actively participate in implementing your proposal, so much the better. Your contribution will be appreciated by all and it will be an opportunity for personal growth and great networking in the Quality community. It may be worth repeating, specially for new members, that executive meetings are open to all members.

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

ASQ Certification Exam Dates



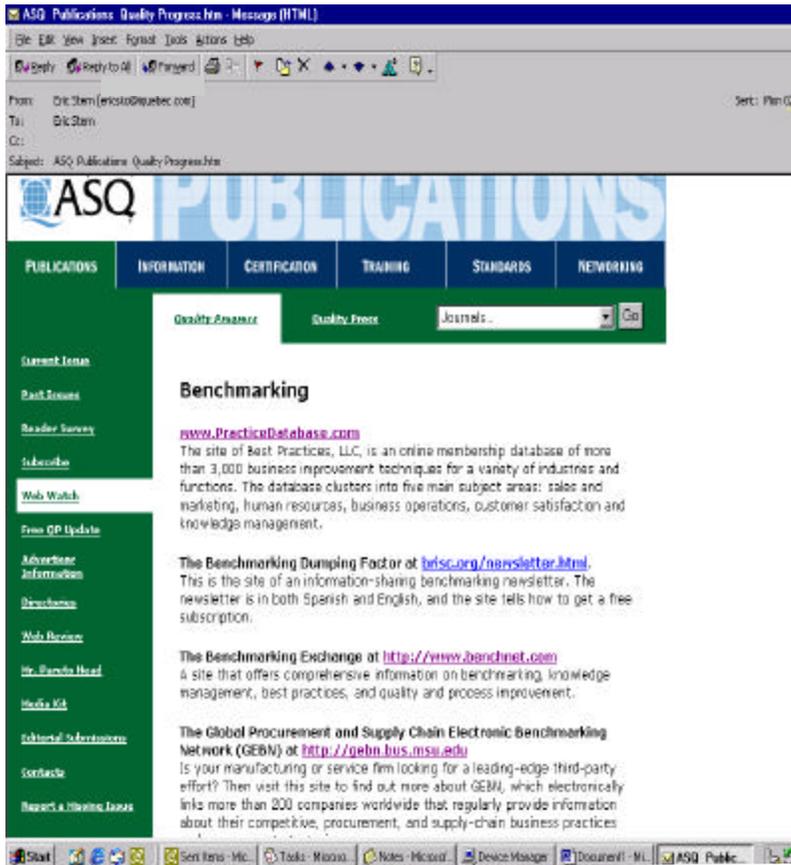
Please bear in mind that these exam dates were correct at the time of posting. They may be revised by ASQ at any time.

For the latest dates please contact ASQ directly at 1-800-248-1946. ☉

	2002	EXAM DATES	APPLICATION DEADLINE
CQE/CQA/CSQE/CQIA		June 1	April 5
CQT/CRE/CMI/HACCP / Certified Quality Manager/Six Sigma Black Belt		October 19	August 23
CQE/CQA/CSQE/CQIA		December 7	October 4
	2003		
CQT/CRE/CMI/HACCP Biomedical/Certified Quality Manager / Six Sigma Black Belt		March 1	January 10
CQE/CQA/CSQE/CQIA		June 7	April 4

A repeated request from Norman Dickinson, Recertification Chair: “members who may be interested in preparing their **journals for recertification**, please let me know”.

I was so glad to get exciting input, I went out on a limb to start create an environment for interchange. While surfing for benchmarking information one useful starting point is <http://www.asq.org/pub/qualityprogress/webwatch/benchmarking.html>. I am already on the mailing list of at least one benchmarking organization and in the Quality Progress database I have found several benchmarking organizations. Most of them are only accessible to non-consultants who need to pay a membership fee and commit to rules of participation.



It takes some effort and resources to set up a robust collection of benchmarking resources and a functional mode of data collection, analysis and dissemination to sponsors and participants. The recognition of this fact has some companies participate with these existing organizations. Marjaneh proposes a more direct interaction with our section being the intermediary (if I understood right).

We have several tools that have been tried with different levels of success to instigate these types of interactions. We can organize a meeting of the Benchmarking Special Interest Group from Montreal. Those interested can subscribe to QualityMontreal@yahoo.com and discuss the objectives, tools, subjects, industries, processes or strategies that they want to deal with.

As we review our priorities, we have an opportunity to consider our continuous improvement through networking and interaction. If it gives us the possibility of acquiring knowledge and produce results while also contributing to our colleagues in the profession, I believe that it can
(Continued on page 4)

A special thank you to the Sustaining Members in the Montreal Section:
Bombardier, Hydro-Québec and Novaxa Consulting

Welcome to our new members:

**Charles Brodeur, M. Isikalp, Simon Lavoie,
 Husain Masroor, and John Reid**



Meet Today's Challenges - Exceed Tomorrow's Expectations
SGS ICS Training Sets the Standard for Excellence

ISO 9001:2000 Lead Auditor Course -\$1,595.00
(ANSI-RAB NAP Approved)

June 17 – 21 Montreal in French
July 15 – 19 Montreal in English
August 12 – 16 Montreal in French

ISO 9001 : 2000 Internal Auditor Course - \$795

May 16 – 17 Ottawa in English
May 29 – 30 Halifax in English
June 26 – 27 Montreal in French
August 1 – 2 Montreal English

ISO 9001:2000 Seminar - \$295

June 12 Ottawa in English
June 14 French Montreal
August 6 French Montreal
September 18 English Montreal

ISO 9001 Internal Auditor - \$795

June 6 – 7 Montreal in French
August 27-28 Montreal in English

ISO 14001 Lead Auditor Course -\$1,795.00
(ANSI-RAB NAP Approved)

June 24 - 29 Mississauga
Sept 30 – October 4 Montreal in English

One-Day 1994 Internal Auditor Tune Up
To ISO 9001:2000 - \$395.00

June 13 Montreal in English
August 7 Montreal in French

ISO 9001:2000 Lead Auditor Transition Course - \$895

June 4 - 5 Montreal in English
August 8 – 9 Montreal in French

OHSAS 18001 Health & Safety
Lead Auditor - \$1595

July 15 - 19 Mississauga

For Information on all training courses and seminars you may call or e-mail
Nicole Auger-Riley in our Montreal office
Phone: 514-695-3310 or 1-888-695-4769 E-mail: nariley@sgs.com



Early Bird Discounts : enroll more than 30 days in advance and Receive a 10% discount

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STUDENT SECTION:

We are looking for new active student section members.



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

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 <i>Newsletter</i>	\$ 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 **Eric STERN, Newsletter Editor & Publicity** at (514) 483-6264 or e-mail at eric@cam.org.