

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

# Six Sigma



Exceptional Tuesday meeting

**DATE:** TUESDAY, January 14, 2003

**TIME:** 6:00 PM

**PLACE:** Hilton Hotel — Dorval Airport

Pierre Bérard, responsible for Six Sigma Methodology deployment at Bombardier Recreational Products will present the manufacturing application. See the details on page 3.

**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**

## IMPORTANT NOTICE

See the **slate of officers** proposed for the 2003/2004 Executive. To nominate a different slate of officers, volunteer for a role on the various committees of the Section, or to obtain further information see the indications given on page 3.

**LOOKING FOR A CHANGE ??**

CHECK PAGE 3 AND THEN YOUR SECTION'S WEB PAGE FOR CAREER OPPORTUNITIES

**WWW.ASQMONTREAL.QC.CA**

### Inside this issue:

Editor's Corner	2
A word or two from your chair: The Treasurer	2
Coming Events	3
Slate nomination for 2003—2004	3
Career corner	3
Education program	4
ASQ Certification Exam Dates, Recertification	5
Coaching Clarifiers	5
Season's Events	6
Sustaining Members, New Members	6
Kitchener Quality Conference, Ottawa Reliability Symposium	7
Advertising Rates	8





## The Editor's Corner

By Eric STERN, CQA,  
Newsletter Editor, [eric@cam.org](mailto:eric@cam.org)

### IF THEY CALLED A WAR AND ...

#### NO ONE CAME.

This is not about all real and potential wars. It is about my request for input from you, dear readers. Is software quality important for you? Is coaching an interesting subject? Two people I met at the last meeting made comments about my writings. All others kept their answers to themselves. Of course many do never even see this corner.

It seems to me that the next appraisal or contract, the fire we need to fight RIGHT NOW, is more important (or more urgent?) to most of us than the animated conversation with our professional colleague that I hoped to stir up, hoping to add to our individual and collective knowledge. No wonder I am ready to pass on the baton to the next editor and hope to become section secretary. It will be then up to him or her to publish or not my prose and find other means of pleasing you, the readers of this Newsletter.

Our Regional Director, Brenda Fisk, has initiated

a conversation amongst executives regarding the potential desire to form a Canadian Society for Quality. Those who participated in the e-mail conversation boiled down the response to a desire to get more of the benefits of American members, while maintaining membership in this prestigious organization.

Proposals were made to find ways of reducing the cost of shipping books (I paid recently US\$9.50 shipping for a \$12.00 book). The acceptance of Canadian Dollar cheques was also proposed, as well as the possible change of the name, for example to International Society for Quality.

I know, I know, no need to ask you ... It's **YOUR** Newsletter.

P.S. While I am still exercising my editorial "privileges" I want to expose you to a few more secrets of effective coaching. You can use the knowledge at both ends of the coaching interaction. In fact these are questions that everyone can benefit when asking in new situations. A coach however is more likely to be impartial and discover responses closer to the truth. Q



## A word or two from your chair

By Isabelle LEMIEUX

Dear members,

I hope that you had a wonderful holiday. For the New Year I wish you joy and love. Our team will continue its efforts to provide you information related to quality issues and other topics of interest to you.

This is the second article describing the positions of your executive committee. This article is dedicated to the treasurer.

As I exposed in my previous communication to you, a secret of success is the group dynamics of the members of the executive committee. But maintaining financial integrity is also a key to success. The treasurer's position is very important and fulfilling.

The treasurer maintains the financial records and communicates the financial statements to the executive committee. In his/her one-year term he/she prepares the financial reports and monitors the section's budget. The

main responsibilities are: maintaining the financial records and chequebook, making deposits, making sure that bills are collected before remittance of checks for expenses, keeping track of the bank records and preparing monthly and fiscal year-end reports.

It requires an individual with outstanding organization skills; it requires an investment of at least 4 to 6 hours a month to fulfill the minimum requirements and basic financial and accounting skills. The individual must be a member of an ASQ section and preferably be an active participant in the section's activities.

This is an overall very exciting and essential position.

I hope these articles will tickle your curiosity and make you an active participant in our events and a future member of our executive.

Till next month ;-)

Isabelle Lemieux.

Q

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## Upcoming Events

By Bernard Doiron, CQA, Programs & Arrangement Chair

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### Six Sigma

Pierre Bérard has a bachelor's degree in industrial engineering from "L'École polytechnique de Montreal". He worked at General Motors of Canada for 11 years and then joined Bombardier Recreational Products. Since

1992, Mr. Bérard has successively been responsible for Physical Distribution, Quality, Customer Service, Manufacturing Operations, and now the Six Sigma Methodology deployment, all within Recreational Products. During his last mandate, he led the e-Business project and the reorganization of their Supply Chain Management. Q

## ASQ MONTREAL SECTION 401 NOTICE

In accordance with the Section bylaws, the following members have been appointed to the Nominating Committee: Raymond E. Dyer (Chair), Bernard Doiron, Norman Dickinson, Sam Weissfelner, & Keith Forcier (Immediate Past Chair). Also, as per Section 7.2.4. (2) of the Bylaws, the Nominating Committee has proposed the following slate of officers for the 2003/2004 Executive.

Section Chair: Isabelle Lemieux

Vice Chair: Inteaz Alli

Secretary: Eric Stern

Treasurer: David Tozer

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 Raymond E. Dyer at (514) 483-5001 or redyer@sympatico.ca. Certain other Executive positions and committee chairs must also be filled so please indicate your interest. Please note that, to apply for any Executive position, you must be a member of the Section in good standing.

Sincerely,

Raymond E. Dyer - ASQ Senior Member, CQMgr, & CQA

ASQ Montreal Section 401 Nominating Committee Chair for 2003/2004

## Looking for a New Career or for a Career Change

By Norman DICKINSON, CQA, Internet Liaison

Head over to [www.asqmontreal.qc.ca](http://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](mailto: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](http://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](mailto:n.dickinson@alumni.concordia.ca). Q

## ASQ Montreal Section Education Program 2002-2003

### Enhance your career; win ASQ certification!

Take a course. Do the homework. Become one of the eighty percent of those who take the section-sponsored courses who pass the examination; with no course the pass rate is less than thirty-three percent.

Improve the quality system at your company by establishing a training program.

Consult with the section on integrating training with quality plans.

Schedule	Start	Duration (minimum)	Member Fee	Nonmember Fee
Certified Mechanical Inspector Refresher	March 2003	7 weeks	\$699	\$799
Certified Quality Engineer Refresher	March 2003	10 weeks	\$899	\$999
Certified Quality Manager Refresher	Jan 2003	7 weeks	\$699	\$799

### Sign up now.

If you want other courses please call or e-mail. If there is sufficient interest other courses can be run. For information contact David Tozer, ASQ Education Chairman,

159 chemin Stillview, Pointe-Claire, Québec, H9R 2Y1, (514) 694-2830, tozerdd@sympatico.ca.

## *Meet Today's Challenges – Exceed Tomorrow's Expectations* *SGS Canada's Training Sets the Standard for Excellence*



### Transition \$795

February 5 – 6 (Mississauga)

### Internal Auditor \$795

February 5-6 (Windsor, ON)



### Lead Auditor Course \$1595 (Occupational Health & Safety) (QSA Accredited)

January 20-24 (Mississauga)

Enroll more than  
30 days in advance  
and receive 10%  
discount



### ISO 14001 Lead Auditor \$1795 (ANSI-RAB NAP Accredited)

February 17 – 21 (Mississauga)

### ISO 9000/14001 Integration \$795

Call us for more details

### ISO 14001 Internal Auditor \$795

January 21 – 22 (Mississauga)

*For more information contact  
or Visit our Web Site at  
[www.ics.sgsna.com](http://www.ics.sgsna.com)  
Toll Free 1-888-695-9799 or  
514-695-3310*



### ISO 9000: 2000 Seminar \$295

April 11 (English – Montreal)

### ISO 9001:2000 Transition for Internal Auditor 1994 \$395

February 14 (English - Montreal)

### ISO 9001: 2000 Lead Auditor \$1595 (ANSI-RAB NAP Accredited)

February 3 – 7 (English - Montreal)

### ISO 2000 Internal Auditor \$795

February 12 – 13 (English - Ottawa)

March 25-26 (English – Montreal)

# 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. ☉

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

## Coaching Clarifiers

By Eric Stern, CQA, ICF member

Are you coaching someone? Does someone coach you or someone else whom you know?

Success depends on many factors that affect the two parties in the process, whether the coach belongs to the same organization as the client or not.

I will shortly discuss here steps a coach can take to assure that he or she understands well the client.

We hear what others say based on our own experiences that often are very different from the person we listen to. Clients often are describing situations using unexpected points of view and even language that we are not used to.

Asking some of the following questions forces the client to consider points of view that may be new and enables the clear communication of situations, feelings, concerns, etc. Often these questions get the client to first time discover the truth behind the story. If the coach does not clarify these issues, the coaching conversation can

easily become unproductive.

- ☞ Is this important or urgent? Sometimes people are not clear about the distinction.
- ☞ Is the situation addressed or avoided? Sometimes people discuss situations in order to hide them.
- ☞ Is the description accurate or just one of many possible interpretations? Some thought may surprise us.
- ☞ Is the person open or resistant to the situation? Often we have very strong opinions and resist alternatives.
- ☞ Is the motivation external, or caused by the desire of the individual?
- ☞ Does the client want this, or is it something he or she thinks “should/could/need” to be a certain way?

(Continued on page 7)

### THE WEB VERSION

You can find the electronic version of the last Newsletter at <http://www.asqnet.org/members/news/newsletters/section/401.html>. As this edition goes to print the November 2001 is still on the web. It takes a few extra days for the editor to write out the key statements, send them to headquarters and have the Newsletter installed on the



web site.

In the last number we asked you if the bulk of the Newsletter appeared on a web site would you access it? Would you continue to prefer paper? No one answered. Still, our earlier survey indicated that some of you read the Newsletter.

Your input will be highly appreciated.

Eric Stern, [eric@cam.org](mailto:eric@cam.org), (514) 483-6264 ☉

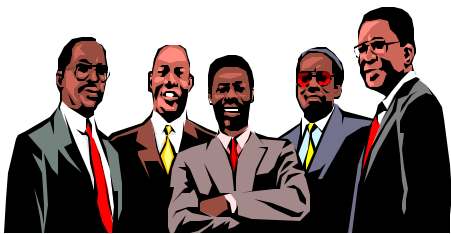
A repeated request from Norman Dickinson, Recertification Chair: “members who may be interested in preparing their **journals for recertification**, please let me know”.

# 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 **Bernard Doiron** at Tel: (450) 653-4879 or Fax: (450) 653-5585.

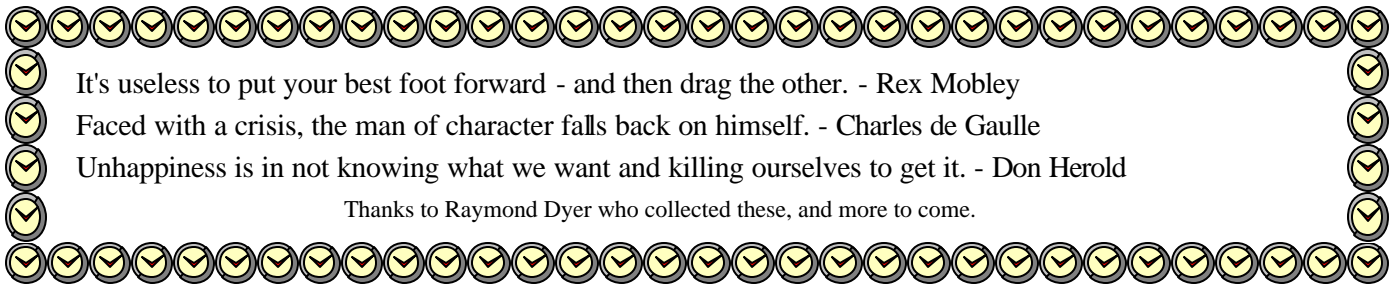
14-Jan-03	<b>Six Sigma</b>
12-Feb-03	<b>Annual General Assembly</b> – Your Section's annual report, election of the 2003-2004 Executive Committee, and a chance to voice your opinion.
12-Mar-03	<b>Statistical Tools</b> – Following the <b>Debate on quality tools</b> a study of the more sophisticated tools.
09-Apr-03	<b>Quality Management Principles</b> – More details later on
14-May-03	<b>Get Together</b> – An evening to exchange with your fellow Quality Professionals.

## EXECUTIVE COMMITTEE MEETINGS:



22-Jan-03	16-Apr-03
19-Mar-03	21-May-03

All members are invited to the executive meetings. Anyone's contribution is much appreciated by the executive and will benefit the entire section. If interested, please announce your intention to Bernard Doiron to ensure that he can make arrangements with the hotel.



- It's useless to put your best foot forward - and then drag the other. - Rex Mobley
- Faced with a crisis, the man of character falls back on himself. - Charles de Gaulle
- Unhappiness is in not knowing what we want and killing ourselves to get it. - Don Herold

Thanks to Raymond Dyer who collected these, and more to come.

## *Special thanks to the Sustaining Members in the Montreal Section:*

**Bombardier, Hydro-Québec and Novaxa Consulting**

## *Welcome to our new members:*

Brenda M. Fisk, Adelina Georgescu, Nicola Sisto,  
and Richard St. Onge

a joint presentation from

Register Online - [www.deerhurst.com/asq](http://www.deerhurst.com/asq)

American Society for Quality **ASQ** & **KSQA**  
 www.kwsqa.org  
 Kitchener Section

# Quality Conference

OUR THEME - **New Paradigms for Excellence In...**

**Continuous Improvement**

- David Bratton - Realigning Your Career to Corporate Effectiveness
- David Borth / Michael Wilhelm - Beyond Routine Gauge R&R Studies
- Dennis Beecroft - Quality Costs
- Brian Walker - Six Sigma

**Technology**

- Terry MacPherson - An Incremental Approach To Software Quality
- Mechelle Gittens - Intuition Or Fact? Dispelling Myths About Software Testing
- Steven Barry - UAT For Web Based Systems: Talking To The Wall
- Peter Duff - Advantages of Electronic Management Systems

**Quality Systems**

- Ben McCarl - Managing Change Workshop
- BSI Management Systems - Integrated Management Systems

**International Business**

- What Quality Practices are Being Done In China and Mexico

**TS 16949**

- Denis Devos - Comparing TS16949 to QS9000 & TS16949:1999
- Pat Ambrose - Cops, Mops and Sops (Customer, Management, and Support Oriented Processes)
- Peter Gralowski - Implementation of TS16949:2002
- Doug Clarke - Auditing TS16949:1999

**Bingemans Park - Marshall Hall**

**Wednesday, February 26, 2003** **5 Tracks**

**1 Day Only!**

Registration between 8:00 a.m. - 9:30 a.m.  
 Sessions run from 9:30 a.m. - 4:15 p.m. with Lunch  
 Vendor exhibition from 4:15 p.m. - 5:00 p.m.  
 Banquet and keynote speaker 5:00 p.m. - 7:00 p.m.

**Lunch Keynote - Ed Cooray, SKD Milton**

**Dinner Keynote - Chad Kymal, OMNEX International**

**Conference . . . . \$175**  
**Dinner Only . . . . \$30**  
**Student . . . . \$30**  
 TAXES INCLUDED

**Can You Afford To Miss This?...**

GST REGISTRATION 123289 2647 RT0001

## Canadian Reliability and Maintainability Symposium

We are pleased to announce the 2003 **Canadian Reliability and Maintainability Symposium (CRMS)** to be held in Ottawa . The deadline for the "Call for Papers" Submission of Abstract is February 17, 2003. Information is available at the following link <http://www.asq-rd.org/events.htm> or <http://www.crms2003.ca/> . Regards, Tim Yaworski , Region 4 Councilor, Ray Lee, Deputy Councilor .

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

### Coaching Clarifiers *(Continued from page 5)*

- ☞ Is this a just a possibility or an immediate opportunity? Optimal response will be different.
- ☞ Is this a root cause or a symptom?
- ☞ Is this an opening for change or a is the client simply trying to get a story off his chest?
- ☞ Is this a rational response or an emotional reaction to a situation? Some people react more emotionally.
- ☞ Is the client creating or eliminating something?  
Both approaches can be valuable, but it is important to distinguish which one is predominant in a

situation.

- ☞ Is the situation related to the present or the past?
- ☞ Is the client accepting or resisting the change?
- ☞ Is the client moving toward or away from something?

Getting clearer answers to these questions can lead to new discoveries. When the situation is not clarified, the client and the coach can jump to the wrong conclusions.

The interaction that brings about the answers to the above questions is an essential part of coaching. Without the client input the coach can easily work with the wrong assumptions. ○

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

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*The opinions expressed in the Newsletter are those of the authors and not those of ASQ. Articles may be reproduced if the source is stated.*

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Position Open

**Treasurer:**

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Thellen Environnement  
(514) 272-4048

**Directors:**

Sam WEISSFELNER, CSQE, CQA

**STUDENT SECTION:**

We are looking for new active student section members.

**T**he 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 [www.ASQMontreal.qc.ca](http://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

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

Ask for colour printing rates.

Contact **Eric STERN, Newsletter Editor & Publicity** at (514) 483-6264 or e-mail [eric@cam.org](mailto:eric@cam.org).