

The objective of the Newsletter is to increase awareness, interest and involvement in Section activities

Inside this issue:

Success factors ...	1
Editor's Corner	2
A word from your chair: Why quality fails ...	2
Wow, what a program this year.	3
Career corner	3
ASQ Certification Exam Dates, Recertification	4
Executive meetings	5
International confer- ence on ISO 9000 and TQM	5
Advertising Rates	6

# Get Together – An evening to meet your fellow Quality Professionals.

**DATE:** Wednesday, May 14, 2003

**TIME:** 6:00 PM

**PLACE:** Hilton Hotel — Dorval Airport

Exchange ideas with others who have similar opportunities or problems. Bring your suggestions to the members of the executive.

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

*And, we pay the Parking !!*

For reservations or information contact:

**Bernard Doiron, preferably by FAX: (450) 653-5585,  
or phone: (450) 653-4879**

## Success factors for small businesses

**Eric Stern, CQA**

Looking at factors that make change possible in small organizations, a few key elements have become visible. 1. The *clarity of the purpose* in serving the customer. 2. *Discipline* in the constant focus on the growth objectives despite the urgency of solving current problems. 3. *Balance* between the preservation of the current business and the need for constant improvement. 4. *Compelling goals* that are matching the personal goals of the owner and are adopted by the entire organization. 5. Own-

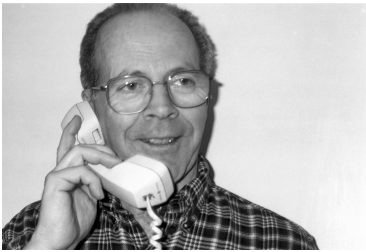
*(Continued on page 3)*

### LOOKING FOR A CHANGE ??

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

[WWW.ASQMONTREAL.QC.CA](http://WWW.ASQMONTREAL.QC.CA)





## The Editor's Corner

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

### IT WAS MY PLEASURE TO

#### SERVE YOU.

It is your last chance to look at my picture, at least in this Newsletter. I welcome Raymond Dyer, who will take over this corner in the Fall and will surely do an excellent job.

From our last event I need to reiterate the creative approach taken by J.P. Amiel at STM in putting together a novel approach to auditing and so influencing the direction of the quality related activities. His unselfish sharing of the Metro organization successes enables our members in perhaps applying some of the lessons learned. It is amazing how the Qualimètre approach to auditing produces improvements by the mere analysis of what happens. It is the quality ap-

proach application of one of the quantum mechanics paradoxes, in which the act of measuring alters the reality measured.

Isabel Lemieux relates below how quality actions can fail, Marjaneh Pourmand some inspiring quality related presentations and Raymond Dyer extols the benefits that section members can get from their participation. I have tried to balance the score with some of the actions that have produced increased performance in small organizations.

The "get together" Bernard Doiron organizes for May 14 is another opportunity to bring some of us in the same room and enable us to brainstorm about our work, opportunities in our jobs, new skills available and possible additional contributions to the section.

Marjaneh told me that she dreams of organizing events with strong impact in our community. That

*(Continued on page 5)*



## A word or two from your chair

By Isabelle LEMIEUX

### Why quality fails!...

This is an article I found a few years ago and I want to share it with you. It will not answer the question to what is the meaning of life, but I am sure will trigger certain thoughts and maybe encourage you to look at certain issues, quality issues that is...from seen from a different point of view.

Motivation to begin quality processes has not been a problem in North America. Try to find a company that has not attempted some changes at least once. But the success ratio is less than we would expect where in fact 50 to 70 percent of companies that attempt those changes don't succeed. Some managers attempting quality improvement are in some way not fully prepared to go the distance.

Quality improvement is much more difficult to implement than to understand. Most failed quality improvement attempts are blamed on lack of planning, lack of understanding or ultimately lack of real commitment. Surely the commitment was there, when they brought the consultants in, so something must have happened.

The first step in deciding if quality improvement is needed is to evaluate why it is needed hence what is the motivation. The amount of change that can be expected is proportional to the motivation driving it. The company also needs to evaluate its current management practices and quality performance as well as its resources and competition. Once done... then it needs to look at the quality options.

At this point the company needs to evaluate what it is trying to achieve and how far it will go to achieve it.

It needs to understand its goal, the quality processes available to attain them - improvement, redesign and or restructuring - and the complexity of those processes.

Many companies have selected the need for change beyond basic improvement and they have actually begun implementing visionary processes only to retreat when they realized they were not prepared for situations beyond their managerial experience and knowledge. Quality improvement requires changes that go beyond the boundaries of all that managers have learned about managing. But they don't realize this when they buy into a quality-improvement process, hence not prepared to deal with these changes.

Clearly, worldwide competition demand new features in business systems of the 21<sup>st</sup> century. Some very important ones are:

- Outstanding quality.
- The ability to transform very quickly ideas into products.
- The ability to take advantage of state-of-the-art technology.
- The ability to adapt quickly to new market conditions.

To make the leap, managers and executives need to be prepared to make good choices and it is the responsibility of *quality educators* to make sure they are prepared.

Ref. "Why quality fails" by Paul R. Keck. – Quality Digest, Nov 1995. [Q](#)

# Wow, what a program this year.

Dear members. I hope you enjoyed the 2002/2003 program that was prepared for you. We still have one more networking event, however, after the last event, I wanted to give you my take on our year.

We've had very good & consistently high levels of attendance, excellent topics, strong speakers, & extremely encouraging feedback. Topics included ISO 9001, Quality tools (twice), Six Sigma, & Internal Quality Auditing.

The last event on Internal Quality Auditing was presented by two of our most respected & long-time ASQ Executive members: Inteaz Alli & Jean-Pierre Amiel.

The satisfaction of this event was second highest for the year &, as suggested by Eric Stern, we truly hope Jean-Pierre Amiel will follow through & share his best practices at STM with the rest of the ASQ community. Even after all the experience I have with Quality Auditing, I managed to walk away from this last event with a few laughs, a few renewed convictions, and a few new good ideas.

That, my fellow Quality practitioners, is what our events are all about, i.e. an opportunity to

network, enjoy a good meal, and, as my friend Bernard Doiron would say, get the opportunity to secure pretty cost beneficial training. Actually, Bernard likes to use the words "cheap training" but we remind him that while the cost may be low, the value is not!

I want to take this opportunity to thank the members who participated, the speakers who demonstrated leadership in their area of expertise, & most of all, I want to thank Bernard Doiron for an excellent 2002/2003 program which, by the way, is a feeling shared by my fellow ASQ Montreal Section 401 Executive Committee members & no doubt several of our members as well.

To Inteaz & JP, thank-you for an excellent presentation. To Bernie, thank-you for a job well done.

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

ASQ Montreal Section 401 Treasurer

ASQ Montreal Section 401 Nominating Chair for 2003/2004

Phone: 514-483-5001

E-Mail: [redyer@sympatico.ca](mailto:redyer@sympatico.ca)

<http://www.asqmontreal.qc.ca> 

*(Success Factors Continued from page 1)*

ers *communicate frequently* their vision, ensuring that everyone has a life in the company and that the needs of the employees are met. 6. All this, while setting and maintaining *high standards of performance*. The company cannot be "just average". It must become a special place where employees are treated so well that their natural abilities and desire to thrive and achieve are evident.

Quality professionals can make substantial contributions in such organizations.

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

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). 

# ASQ Certification Exam Dates



2003	EXAM DATES	APPLICATION DEADLINE
CQE/CQA/CSQE/CQIA	June 7	April 4
CQT/CRE/CFI/HACCP Biomedical Certified Quality Manager Six Sigma Black Belt	October 18	August 22
CQE/CQA/CSQE/CQIA/ CCT	December 6	October 3

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. ☺

## Is Your Recertification Due In June?

Fifteen of our members are due for CQE, CQA, CRE or CSQE recertification in June. Are you one of them? To find out, check your certification wallet card. ASQ should have sent you a reminder notice also. To recertify you must either be able to compile the requisite minimum number of points (18) and log your activities with substantiating evidence in a journal, or you must rewrite the exam. The journal is easier and less expensive at only US\$ 30.00.

What do you do with this journal? After you have completed it, just send it to me, **N. Dickinson**. Phone me at **514-334-6102** for more information and the address where you need to send it.

Or, maybe you do not require the certification for your current position and are considering letting it lapse. Do you really know what you will be doing in a year or more in the future? Are you sure that it will not be of any benefit to you then? Remember that it only costs US\$ 30.00.

Was your certification due last December? It is still not too late to submit your journal as you have until the end of June to get it into my hands. Postmarks don't count.

Acrobat Document

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

## EXECUTIVE COMMITTEE MEETINGS:

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. FAX: (450) 653-5585.

### *The 8<sup>th</sup> International Conference on ISO 9000 and TQM*

*Brief Update by Marjaneh Pourmand  
(7S Knowledge Express)*

I attended from April 23 to 25 the 8<sup>th</sup> International Conference on ISO 9000 and TQM organized in Montreal by the National Quality Institute and Management Plus. The theme was "Business Excellence" and indeed we witnessed some excellent papers, speeches, and presentations, not to mention meeting and hearing some of the distinguished academics and professionals in the field from private and public sector, as well as senior executives from successful organizations such as Canada Post, Delta Hotels, and American Express.

My favorite topics included: "human motivation", re-

search by Prof. Yoshiko Kondo, Kyoto Uni., & Deming Prize Winner, 1971- a key to transforming the mindset and effective leadership and workforce; "Deming and beyond", presentation by Professor Douglas Hensler, University of Colorado - interesting evaluation of the impact of Quality in Economics and workplace; as well as several presentations on Knowledge Management and Quality in Education. Watson Wyatt presented valuable statistics on the impact of stress in workplace, and how we should ensure we work towards a healthy organization that will contribute to the quality of both human life and workplace operations.

I have found lots of opportunities to participate in similar events, learn and exchange better ways to promote and install and inspire Quality, and make the Canadian Industry and society healthy! I hope I can write more on specifics of this conference in future issues of the newsletter, however, meanwhile, for more information, refer to [www.NQI.com](http://www.NQI.com) and [www.mgmplus.com](http://www.mgmplus.com).

*(The Editor's Corner Continued from page 2)*

would require much more contributions from many more of us. It would be an opportunity for the participants to really show off what they can produce.

It's YOUR Newsletter. 

### *Congratulations to the people certified in March 2003:*

**Six Sigma Black Belt:** François Pageau, François McInnes, Nicole Vezina, Martin Rioux, Bruno Tuffelli, Stephane Auclair

**CQMgr:** Donat Danny Campbell

**CQT:** Simon Lemay

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

### *Welcome to our new members:*

Yann Boutin, Michel Couillard, Kate A. Hackett, Aman Haque, Thorsten Manthey, and June E. McLellan

## EXECUTIVE 2002-2003

### Chair and SMP:

Isabelle LEMIEUX  
(514) 573-4141  
[isabelle\\_lemieux@videotron.ca](mailto:isabelle_lemieux@videotron.ca)

### Vice-Chair:

Inteaz ALLI, Ph.D., CQA  
McGill University  
(514) 398-7920  
[alli@macdonald.mcgill.ca](mailto:alli@macdonald.mcgill.ca)

### Secretary (interim):

Inteaz ALLI, Ph.D., CQA

### Treasurer:

Raymond DYER, CQA, CQM  
NORTEL Networks  
(514) 483-5001  
[redyer@sympatico.ca](mailto:redyer@sympatico.ca)

### Program, Arrangements & Membership:

Bernard DOIRON, CQA  
KAYI  
(450) 653-4879

### Newsletter, Publicity:

Eric STERN, CQA  
Expertech CMSC  
(514) 483-6264  
[eric@cam.org](mailto:eric@cam.org)

### Historian:

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

### Education and Auditing:

David TOZER, Ph.D.  
(514) 694 2830  
[tozerdd@sympatico.ca](mailto:tozerdd@sympatico.ca)

### Internet Liaison, Recertification, Certification & Examining:

Norman DICKINSON, CQA, CQE  
(514) 334-6102  
[n.dickinson@alumni.concordia.ca](mailto:n.dickinson@alumni.concordia.ca)

### Environmental:

Mitchell DAUDIER  
Thellen Environnement  
(450) 463-0990  
[info@thellen.ca](mailto:info@thellen.ca)

### Directors:

Sam WEISSFELNER, CSQE, CQA

### Regional Director:

Brenda Fisk, (647) 885-3151

### Deputy Regional Director

Emilio Falquero, (514) 694-2766

**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. »*

**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).

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

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

### Section postal address:

PO Box 39, Côte Saint-Luc Station, Côte Saint-Luc, Qc, H4V 1H8

### Electronic address of the Section:

[n.dickinson@alumni.concordia.ca](mailto:n.dickinson@alumni.concordia.ca).

### Editorial team :

N. DICKINSON, R. DYER, R. MALLOUH, M. POURMAND, E. STERN

### Newsletter Editor :

Eric STERN, CQA, Phone : (514) 483-6264 Fax : (514) 483-6264, Email : [eric@cam.org](mailto:eric@cam.org)

*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.*

**Come and visit [www.ASQMontreal.qc.ca](http://www.ASQMontreal.qc.ca)**