



AMERICAN SOCIETY  
FOR QUALITY™

# NEWSLETTER

November 2003, Volume 53, Issue 9

**Our objective: To increase awareness, interest, and involvement in Section activities and quality-related subjects.**

Montreal  
Section 0401

## **S** tandard for aerospace - AS 9100



**DATE: Wednesday, November 12, 2003**  
**TIME: 6:00 PM**  
**PLACE: Hilton Hotel — Dorval Airport**  
**SPEAKER: Mr. Roger Ritterbeck Jr.**  
**COST: Members \$25 Non-members \$30**  
*And, we pay the Parking !!*

The development of industry specific “ISO 9001 plus” Quality Management Systems standards continues to grow. First it was QS 9000 for the automotive industry, then TL 9000 for telecommunications. Now it’s AS 9100 for aerospace. What lies behind this standard? Find out from an expert.

**More details on the event’s speaker on page 3.**

**For reservations or information contact:  
Bernard Doiron, preferably by fax at: (450) 653-5585,  
or phone at: (450) 653-4879**

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## *The Editor's Corner*

*By Raymond E. Dyer, ASQ CQMgr & CQA,  
Newsletter Editor & Publicity Chair*

### **WHO'S RESPONSIBLE FOR QUALITY ?**

Many years ago, I remember seeing a registrar's auditor getting very frustrated when asking the employees of a company I used to work for "Who's responsible for Quality?". The most popular answer was "I am." closely followed up by "We all are.". Of course, what the auditor was looking to assess was the organization's identification and knowledge of the location's ISO 9002 Management Representative.

Back then, I often had to remind the auditor that he was asking the question the wrong way

and suggested he clarify his question by asking "Who needs to be involved when serious Quality issues need support to be resolved?". That's when the ISO 9002 Management Representative's name would get mentioned. Employees knew who that individual was (yes, it was I!). They were, however, trained to understand and accept that they all had a role and responsibility in the quality of their work and processes.

While pendulum's swing and the responsibility for Quality keeps moving, I'm still encouraged to see that some still see it that way.

Raymond E. Dyer 



## *A word from your Section Chair*

*By Isabelle Lemieux, Section Chair*

### **Just do it !**

As that famous expression goes, I encourage you all to participate in our Quality network in whatever way you can. Attend events, attend our Executive Committee meetings, submit articles to our Newsletter Editor, give us your feedback, send us your ideas, just do it!

Get involved and put into your ASQ section a little bit of yourself. Make your mark. It's when we all pull together that great things can happen.

Hope to see you at future events.


Isabelle Lemieux 

## *Executive Committee meetings*

Formal Executive Committee meetings are held at the Dorval Hilton, starting at 6 PM. The next meetings are scheduled for: 26 Nov 2003, 28 Jan 2004, 25 Feb 2004, 24 March 2004, 28 April 2004, 26 May (to be confirmed), & 9 June 2004 (to be confirmed), . Please note that, while trying to keep regular meetings dates, all dates planned are subject to change. Please call ahead to attend by contacting Section Chair **Isabelle Lemieux** at Tel: (514) 748-4848 ext. 4294 or Secretary **Eric Stern** at Tel: (514) 483-6264.

## *It's your section - Participate!*

*By Raymond E. Dyer, ASQ CQMgr & CQA, Nominating Committee Chair*

**P**lease send feedback you would like raised with the Executive Committee to [redyer@sympatico.ca](mailto:redyer@sympatico.ca) and start the subject line with "ASQ feedback:". If interested in opportunities on the Executive Committee, please e-mail [redyer@sympatico.ca](mailto:redyer@sympatico.ca) and start the subject line with "ASQ interest:". Thank-you . 

## *Details of next event*

*By Bernard Doiron, ASQ CQA, Program & Arrangements Chair*

### **Roger Ritterbeck Jr.**

**Product Manager - Quality Management Institute (QMI), a division of CSA Group**

**Roger Ritterbeck Jr.** has 20 years in the quality management field in the aerospace, automotive and quality system registration industries. He is a Registrar Accreditation Board (RAB) Certified Lead Auditor and also a Certified Aerospace Industry Experience Auditor. Roger has conducted over 350 quality system audits. He is an American Society for Quality (ASQ) Certified Quality Manager (CQMgr).

Roger's industry experience includes QA Engineering, Metrology, Non-Destructive Testing, QA Supervision, and QA Management. Roger has

been involved with the implementation and maintenance of Mil-Q-9858, Ford Q1, ISO 9001, & QS 9000 and is actively involved with the Americas Aerospace Quality Group.

QMI is a provider of registration services for Quality and Environmental Management Systems. QMI has 20 years of experience in the registration industry. QMI specializes in many specific industry sectors such as, Automotive, Aerospace, Telecommunications, and Medical Devices. QMI has registered over 7,000 companies, both large and small. QMI services are tailored to the organization to provide a mutually beneficial relationship.

To Contact QMI call 1-800-465-3717 or visit their website at [www.qmi.com](http://www.qmi.com).

## ***ASQ Montreal Section 0401 thanks QMI for their support !***

The logo for QMI (Quality Management Institute) features the letters 'Q', 'M', and 'I' in a large, white, serif font. The letters are set against a dark background that includes a stylized globe with vertical lines.

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# Upcoming Program of Events

By Bernard Doiron, ASQ CQA, Program & Arrangements Chair

## Here are this season's planned events.

Date, time, and location will be confirmed as we progress into the year. Watch the Newsletter for further details. I will be glad to answer questions and take your recommendations. You may contact me, **Bernard Doiron**, at Tel: (450) 653-4879 or Fax: (450) 653-5585.

14 Jan. 2004	Monitoring and Measurement Devices – More details to come!
11 Feb. 2004	Quality Tools / QFD / SPC – More details to come!
10 March 2004	Leadership / Change Agent – More details to come!
14 April 2004	Annual General Assembly – Your Section's annual report, election of the 2004-2005 Executive Committee officers, and a chance to voice your opinion.
12 May 2004	Six Sigma / Lean Manufacturing – More details to come!

## Special welcome to our new members

By Bernard Doiron, ASQ CQA, Membership Chair

Yves Bergeron, André Bourgeois, Anna Cimerman, Dany Dumont, Jean-Paul Lemarquis,  
C. Clyde Oliveira, Caroline Taillon

## In the news: ASQ changes logo!

ASQ is undergoing change, forging a new future on so many fronts: locally and globally; organizationally and strategically; professionally and personally. ASQ is re-inventing and re-engineering itself. It is becoming ever more relevant to business, to industry, and, importantly, in everyday life.

To symbolize ASQ's transformation, the Board of Directors supported a new logo and a new image. Bold in presentation, the logo is the springboard for an exciting redesign effort that involves us all. See the new logo below.



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# *Turn hidden Quality values into IOUs*

*preamble by Raymond E. Dyer, Newsletter Editor, article submitted by Timur Mourtazov*

## **Preamble**

Articles in this newsletter are intended for Quality professionals. Some submissions, while not directly targeting Quality professionals, have generic value that applies and have a lesson to learn. How many times has the work of Quality been undervalued because clients, both internal and external, did not see the value. Perhaps we, as Quality professionals, should also develop the skills of highlighting IOUs with examples of cost avoidance, contract wins, Cost of Quality improvements, etc. Your thoughts? Hope you enjoy the article.

Raymond E. Dyer 

## **Selling Strategies for Non-Selling Professionals**

### **Be Appreciated: Turn Your Non-Billables into IOUs, By Sandler Sales Institute Inc.**

**H**ow do you show your clients all the extra work you've done for them, extras that never show up on their bill? You've done the work to prove you're a partner, but if you don't communicate the time and energy expended, don't be surprised when your client doesn't value it.

Let's say your client leaves you to go with the competition. Their reason: "Your competition's service is the same, but they cost less." You've failed to demonstrate that your offering is *not* the same. You may offer a similar product or service; you may have comparable prices. You believe that you differentiate yourself through superior service, but obviously your client doesn't get it. You haven't made them aware of those extras that make you the superior choice. You haven't made your client aware of their IOUs.

Here's a real-life example of how to make your client aware of an IOU: A printing company went out of their way to complete a large job in just three days. They rearranged their entire work schedule. Usually, they would charge \$1,000 in overtime and rush charges. However, since this client represented over 25% of his company's revenue, the printer had no intention of charging an additional fee. Instead, he sent an invoice for \$1,000, along with an itemization of the charges, then put a stamp over it reading, "Credited," along with a balance due that reflected the credit. The printer included a handwritten note saying, "Dear [client's name]: Getting this job out on time was certainly a challenge; but we're glad everything went perfectly. We look forward to working with you again soon!" Then the printer signed his name. He documented his service; he showed his client they "owe him" in a concrete manner which will remain on file. He made the client feel good, pleased that someone valued their business, satisfied with an ongoing relationship, and thrilled to have gotten "a good deal." The printer put his client in the perfect frame of mind to look upon this significant IOU as a benefit, and in no way as a liability.

Later, a competitor made a run at acquiring that client's business. The client simply let the competition know that over the years their vendor had gone above and beyond to provide impeccable service. By crediting the extra work, rather than charging for it, the printer created an IOU that paid off: It saved the account.

**Article provided by Timur Mourtazov, an associate of the Institutes de Ventes de Montreal, part of an internationally known sales training and management organization, Sandler Group. For more information call 514-426-1250 or visit [www.ivm.sandler.com](http://www.ivm.sandler.com) .**

# *Challenges facing Quality professionals*

*By Raymond E. Dyer, ASQ CQMgr & CQA, Newsletter Editor*

## **COMMENTS FROM SEPT 10 EVENT**

My apologies for not sharing these with you earlier, however, the backlog of things to do is never caught up for most volunteers.

On September 10, 2003, we had a very interesting exchange of ideas during our networking event. While the simple bullet will not do justice to the discussions held, they will provide you a flavor of the various topics that were raised when our Secretary, Eric Stern, suggested each participant talk about a business or personal challenge facing them as a Quality professional.


Here are some of them:

- ♦ Quality/safety in the food industry
- ♦ French access to certification training
- ♦ Different language requirements, esp. French
- ♦ Coping/understanding a new industry
- ♦ Student support
- ♦ Help finding employment in Quality
- ♦ Are sales skills needed in Quality arena?
- ♦ Why 25\$ for members vs. only 30\$ for non-members at events?
- ♦ Focus on customer needs
- ♦ Use of data vs. opinions

- ♦ Creating customer value
- ♦ Other field credentials, e.g. pharmaceuticals
- ♦ Productivity vs. Quality
- ♦ ISO documentation re: measuring customer satisfaction
- ♦ Communicating leadership objectives & priorities
- ♦ Deployment of processes (e.g. Six Sigma) involving cultural change
- ♦ Demonstrating Quality System = less liabilities
- ♦ Long term vision vs. today's share price
- ♦ Quality of work life

As you can see, a lot of interesting areas were explored and I know that I and many that participated enjoyed the discussions held. Oddly enough, no comment directly aimed at benchmarking best practices and key Quality concerns was raised, however, that was in effect what we were doing. When properly conducted, such discussion forums do provide one of the more interesting benefits of our network.

**Many thanks to the participants and to Eric Stern for his suggestion.**

Raymond E. Dyer 

# *A voice from the past, my encounter with Isobel Loutit*

*By Raymond E. Dyer, ASQ CQMgr & CQA, Newsletter Editor*

## **ISOBEL LOUITIT, OUR FIRST WOMEN SECTION CHAIR**

Three years ago, our section celebrated its 50th anniversary and invited all of the past Section Chairs we could round up. That 13 September 2000, I had just finished my mandate as Section Chair, had brought the section through to the famous year 2K, and had led it's 50th year.

While proud of this achievement, it paled when compared to the achievements of this sweet 91 year old lady who had joined us in Montreal from Winnipeg!

Isobel Loutit, our first women Section Chair, described herself as "a statistician who fell into Quality". Those with any history with Northern

Telecom or ASQ Montreal Section 0401 know she was a lot more than that. Isobel provided the kind of leadership and dedication they continued looking up to and referring to several years after she had retired.

In looking over my files, I came across Isobel's coordinates. I gave this young lady a call and found she was as alert and energetic at 94 as I'll probably ever be. She continues to be thankful for the opportunities she was provided and cherishes her experiences with ASQ and in Quality.

Isobel, you have set a Quality standard both men and women in our profession should strive to meet. Thank-you!

Raymond E. Dyer 

# ASQ Certification & Recertification

By Norman Dickinson, Certification & Recertification Chairs



ASQ Certifications	EXAM DATES	APPLICATION DEADLINE
CQT, CRE, CMI, CQA-HACCP, CQA-Biomedical, Certified Quality Manager, Six Sigma Black Belt	March 6, 2004	January 9, 2004
CQE, CQA, CSQE, CQIA, CCT	June 5, 2004	April 9, 2004
CQT, CRE, CMI, CQA-HACCP, CQA-Biomedical, Certified Quality Manager, Six Sigma Black Belt	October 16, 2004	August 20, 2004
CQE, CQA, CSQE, CQIA, CCT	December 4, 2004	October 11, 2004

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.

For members interested in preparing their **journals for recertification**, please contact Norman Dickinson, Recertification Chair, at Tel: (514) 334-6102 or e-mail: n.dickinson@alumni.concordia.ca .

## When “quality” should be less than perfect

By Eric Stern, ASQ CQA, Secretary

There are two inputs to this question: the conversation on the cost of quality we had last month and some personal experiences when someone declared that it was OK to ship less than perfect product if the customer gets it fast enough since problems can be fixed quickly.

From the conversation on the cost of quality, we were reminded that Deming opposed the measurement of the cost as an activity that is not likely to produce much benefits because the cost of non-conformance is very high. From the practitioner who intuitively wants to optimize the cost/quality mix, there is an impulse to relax the strict “perfect the first time” expectation.

Contrary to the impulse I had as a quality professional to immediately declare that any relaxation of specs would result in catastrophic loss of control, I asked the practitioner whether he could define this more relaxed quality in a way that would make it visible and measurable to those involved in obtaining it.

In other words I hypothesized that it may be possible to define a new spec that represents this increased speed requirement and some clearly stated measures of quality that is less than the ultimately required 100%, at least in this initial phase of exploration. Especially if the customer is aware of what is going on and accepts that he is better served this way by getting some product for initial evaluation, even if the final requirements are not met yet, then the process is superior to the one requiring perfection the first time.

Those who know my background can relate to the analogy of human behavior. Those who attempt to be perfect have major difficulties being effective and relating well with people around them. Those who accept imperfection but ensure that they learn from their mistakes and make corrections for the mistakes they have caused often are more effective.

The difficulty comes from transferring this approach to an organization, where the declaration of acceptability of imperfections ... (cont'd on page 9)

# *How to achieve your environmental projects...*

*By Mitchell Daudier, Environmental Chair*

## **Enviroclub<sup>OM</sup> - The Green Track to Profitability**

We all know that good quality levels in our industries also includes good knowledge of the types of impacts these industries might have on our environment.

You want to increase your environmental performance? You are thinking about implementing ISO 14001 but the cost makes you hesitate? Well, the Enviroclub<sup>OM</sup> is here to help you achieve these targets!

The Enviroclub<sup>OM</sup> Program, which was first intended to target companies outside the Montreal area, is now extending itself to the island. All small and medium size businesses or enterprises (SMEs) on the Montreal Island can now benefit from this program which will pay for your environmental projects.

Projects may involve reducing energy or resource consumption, greenhouse gas or toxic substances emissions, reusing waste on site or starting the implementation of ISO 14001. SME staff also attend interactive environmental performance workshops given by specialists, where they have the opportunity to meet and talk to other businesspeople. This allows SMEs to improve their environmental profiles, while benefiting from significant economic spin-offs year after year.

The Enviroclub<sup>OM</sup> Program can help you achieve concrete results. It has helped many participating SMEs implement pollution prevention projects that have been very worthwhile. The Enviroclub has also something for big corporations who can participate through their suppliers.

Established by Canada Economic Development, Environment Canada and the National Research Council of Canada, the Enviroclub<sup>OM</sup> Program is a unique opportunity for Canadian SMEs to improve their performance from a sustainable development perspective. Government partners have made concrete commitments to the program, which is tailored to meet the needs of the firm.

For more information please contact:

### **Mitchell Daudier**

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E-mail: quebec.dpe@ec.gc.ca .

## *When “quality” should be less than perfect (cont’d from page 8)*

can lead to an unending slide in quality because each individual can interpret differently the relaxation. However, if the types and amount of imperfection that can be accepted in a first version can be clearly defined and everyone can work towards this more relaxed specification, then it is possible to achieve the goals of the organization in a more effective way.

Negotiation of this spec with the customer is an effective way of serving him best and demonstrating another way the special care that he receives from the organization.

Do you agree? Have you had such situations?



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**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 0401 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 a black & white ad in one Newsletter issue only. Discounted rates are available for the same ad in multiple issues.

Ask for colour printing rates.

Contact **Raymond E. Dyer**, Newsletter Editor & Publicity Chair at (514) 483-5001 or e-mail at [redyer@sympatico.ca](mailto:redyer@sympatico.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 Newsletter	\$ 150	\$ 200

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