

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

## Get together — An evening to meet fellow Quality Professionals

**DATE: Wednesday, September 10, 2003**

**TIME: 6:00 PM**

**PLACE: Hilton Hotel — Dorval Airport**

**COST: Members \$10 Non-members \$15**

*And, we pay the Parking !!*

This is your chance to exchange ideas with other Quality Professionals who have similar opportunities or problems. Members of the Section Executive will also be there providing you an opportunity to make your thoughts and suggestions heard.

**For reservations or information contact:  
Isabelle Lemieux by phone at: (514) 573-4141**

### Other events of interest:

26 September 2003 - Montreal, QC - McGill University  
5th Annual Supply Chain Management Conference - Risk Management  
For more information please call Myrosia Cap at 514-398-7201 or visit  
<http://www.management.mcgill.ca/scm03.htm>

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## The Editor's Corner

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

### SO MUCH TO SAY !

It took some time to figure out how to get everything I wanted put into my second edition. Bottom line, I couldn't do it in 8 pages. This is good because the challenge of the Newsletter Editor is to get enough material to publish a meaningful newsletter. Thanks to some Section Executive colleagues, Mr. Timur Mourtazov (a

new member), and our advertisers (SGS, QMI, & CSA), I've got more than enough material. I encourage you all to please continue sending me information of interest. In return, here are some web sites that should be of particular interest.

<http://www.pathmaker.com/resources/refhome.asp>

<http://www.ethicsquality.com/about.htm>

Q



## A word from your Section Chair

By Isabelle Lemieux, Section Chair

### Customer complaining...naaah!...

Where I work, customer dissatisfaction is an element we wish to eliminate but it's as easy as becoming Queen of Kashmir. We are putting lots of effort in our customer related processes but managing customer complaints is not easy and can be very confusing. So in our effort in developing a system where we would answer the requirements of the new ISO 9001:2000 standard on the matter as well as the will to develop relationships with its customer, I came across this amazing article called "We do not have customer complaints", by David Powley (bio at the end of this article).

*"The company may not be able to recognize a customer complaint if it is staring one in the face"*

Now this just hit me, and the more I was thinking about it the more accurate this statement was. Do we really know what is a customer complaint? Some customers won't complain openly but will tell ten other people about the problems they encounters. Now that's bad.

Now we need to develop a proactive approach to customer complaints. We need to extract the information and not wait for it to drop in our lap. I mean customers are what fuels businesses... no customer no business... now we all know that right?

If this would come up during an audit, reactions amongst auditors would be divided. Either he or she would accept that statement and move on or the auditor might demonstrate skepticism and consider that the company has no idea what a customer complain is.

*"A complaint is an 'utterance of grievance' and to complain*

*is to 'express dissatisfaction' "*

That's another one that I love. It is not just poetic and lyrical but oh how so true. Mr. Powley also asks if the organization (and those who audit it) is concerned only with complaints or should more be done such as pay attention to customer opinion. He also states the difference that when a customer complains, he has come to an extreme state of mind and is inclined toward action. That action is to take the trouble to write (usually) and express dissatisfaction regarding poor quality of product or service.

That is if the organization is fortunate – many customers may not even bother to complain and quietly 'vote with their feet'. It is therefore in the interests of any organization to continually manage relationships with customers to a point where complaints can be forestalled or at least anticipated so that the circumstances leading to complaints do not arise or are at least controlled.

So after reading this I agree when he says that the opinion of customers is important, even if they have not complained.

In other words, organizations will have to demonstrate, more than ever, their ability to meet customer requirements by monitoring information relating to customer perception. This new requirement will no doubt be difficult to demonstrate, but at least will require the top management of an organization to consider the customer's needs in the development of their quality management system.

**Here are excerpts from ISO 9001:2000 addressing Customer Satisfaction (continued on page 3)**

Isabelle Lemieux Q

## Customer complaining...naaah!... (from page 2)

### 5.2 Customer Focus

Top management shall ensure that customer requirements are determined and are met with the aim of enhancing customer satisfaction (see 7.2.1 and 8.2.1).

### 6.1 Provision of resources

The organization shall determine and provide the resources needed

- a) to implement and maintain the quality management system and continually improve its effectiveness, and
- b) to enhance customer satisfaction by meeting customer requirements.

### 7.2.1 Determination of requirements related to the product

The organization shall determine:

- a) requirements specified by the customer, including the requirements for delivery and post-delivery activities,
- b) requirements not stated by the customer but necessary for specified or intended use, where known,
- c) statutory and regulatory requirements related to the product, and
- d) any additional requirements determined by the organization.

### 8.2.1 Customer satisfaction

As one of the measurements of the performance of the quality management system, the organization shall monitor information relating to customer perception as to whether the organization has met customer requirements. The methods for obtaining and using this information shall be determined.

### 8.4 Analysis of data

The organization shall determine, collect and analyze appropriate data to demonstrate the suitability and effectiveness of the quality management system and to evaluate where continual improvement of the effectiveness of the quality management system can be made. This shall include data generated as a result of monitoring and measurement and from other relevant sources.

The analysis of data shall provide information relating to

- a) customer satisfaction (see 8.2.1),
- b) conformity to product requirements (see 7.2.1),
- c) characteristics and trends of processes and products including opportunities for preventive action, and
- d) suppliers.

Reference: We have not had any customer complaints! by David Powley DNV Certification Ltd. published in [www.saferpak.com](http://www.saferpak.com). David has produced many published articles on management systems for quality, environment and health & safety and their integration, being regarded as a pioneer on the subject of integration. He is currently finalizing an experienced-based book on the subject of integrated management systems. David can be contacted on [dave.powley@dnv.com](mailto:dave.powley@dnv.com).

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December 15 – 19 (English - Montreal)

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October 8 – 9 (English – Montreal)

November 27 – 28 (English – Montreal)

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September 22 – 23 (English – Montreal)

WHEN YOU NEED TO BE SURE

SGS

# Montreal Section 2003-2004 Education Program

By David Tozer, Education Chair

Having ASQ certification gives you an edge in the market and can increase your income. People who take the section-sponsored courses, and spend at least the same amount of time as spent in the classroom on self-study, have an 80% chance of passing the examination on the first try. The pass rate without a course is between 25% and 35%.

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**Certified Quality Manager (CQMgr)** - Topics covered include: quality planning, customer focus, quality standards, project management, cost of quality, human resources and improvement.

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Course	Start	Duration	Member Fee	Nonmember Fee
CQE Refresher	Early March 2004	10 weeks	\$899	\$999
Certified Six Sigma Black Belt	Late November 2003	10 weeks	\$899	\$999
CQA Refresher	Early March 2004	10 weeks	\$899	\$999
CMI Refresher	Mid December 2003	7 weeks	\$699	\$799
CQT Refresher	Mid December 2003	7 weeks	\$699	\$799
CQMgr Refresher	Mid December 2003	7 weeks	\$699	\$799
CRE Refresher	Mid December 2003	7 weeks	\$699	\$799

Call to arrange for in house training. We recommend CQT training for all people who have to work in processes. If people want other courses please call or e-mail.

## ASQ Course Registration Form

Course: CQE \_\_\_ CSSBB \_\_\_ CQA \_\_\_ CMI \_\_\_ CQT \_\_\_ CQMgr \_\_\_ CRE \_\_\_ Fee: \_\_\_\_\_

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Send form and cheque to:

David Tozer

ASQ Montreal Section 0401 Education Chairman

159 chemin Stillview

Pointe-Claire Québec H9R 2Y1

Questions?

(514) 697-3831

tozerdd@sympatico.ca

# *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. Please note that the Cost of Quality and the Six Sigma / Lean Manufacturing events have been rescheduled. 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.

<b>10 Sept 2003</b>	<b>Get Together</b> – An evening to exchange with fellow Quality Professionals.
<b>8 Oct 2003</b>	<b>Cost of Quality</b> – More details to come!
<b>12 Nov 2003</b>	<b>AS 9100</b> – Planned speaker is Mr. Roger Ritterbeck of QMI. More details to come!
<b>14 Jan 2004</b>	<b>Monitoring and Measurement Devices</b> – More details to come!
<b>11 Feb 2004</b>	<b>Quality Tools / QFD / SPC</b> – More details to come!
<b>10 March 2004</b>	<b>Leadership / Change Agent</b> – More details to come!
<b>14 April 2004</b>	<b>Annual General Assembly</b> – Your Section's annual report, election of the 2004-2005 Executive Committee officers, and a chance to voice your opinion.
<b>12 May 2004</b>	<b>Six Sigma / Lean Manufacturing</b> – More details to come!



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## *Selling Strategies for Non-Selling Professionals - Keep the Focus on Quality*

*By David H. Sandler (founder of Sandler Sales Institute©)*

**T**he ultimate goal of customer service is to meet – or exceed – customer expectations. But how can we know what every customer wants when expectations vary from customer to customer? We could ask customers, individually or as a group, what they want. But sometimes it's smarter (and more economical) to anticipate what your customers want. After all, they probably have better things to do than educate you in the basics of customer service.

Can you define the hallmarks of quality service and products? Here are five suggestions to keep in mind. Customers want their products and services...

**Quick.** Customers' time is precious; they don't want to waste it by having to wait. After all, their needs exist now, and the culture we live in seldom supports the virtues of delayed gratification. Some customers might actually incur a cost for each hour or day that your service or product is delayed. Even customers who don't lose money may be inconvenienced if you fail to respond quickly.

**Affordable.** We are a nation of bargain hunters. However, with sophisticated customers, total cost is what they want to minimize, not just the purchase price. They don't want to pay a very low price initially for products that end up costing them dearly because of constant repairs. In the same way, they won't select inexpensive services that, dollar for dollar, don't deliver the same value as higher priced – but higher valued – services.

**Right.** Customers expect that your products will perform as promised and that your services will have the result you predict. That's their right. And they want quality, which means, at the very least, reliability and functionality. They count on you to stand behind your guarantees. Flawed products and services are never acceptable, no matter how quickly delivered or cheap the price.

**Convenient.** Customers don't want to have to jump through hoops to get your product or service. They're not happy about filling out long forms, don't appreciate being bounced around from one employee to another, would rather not have to travel across town, and they can't afford to earn a Ph.D. just to use your product or service effectively. It's easier than you think to make it easy for your customers. (Sometimes this just means doing less, rather than more.)

**Personalized.** These days many customers are willing to pay a little more to receive better attention and more personalized service. They like having their self-esteem bolstered by a hotel desk clerk who remembers their name. They enjoy the ability to revise the standard plans of a home being built for them. They see value in custom-fitted clothing, and they'll pay more to avoid walking those extra steps from a remote parking lot. Customers are individuals, so what works for one may not work for another. Your products or services are not personalized if they don't reflect that individuality. So be prepared to offer choices.

There they are: Five hallmarks of quality service and products. Your own ideas may differ slightly, but unless they express the same basic principles, you might want to take a closer look at your current policies to ensure that you provide products and services that are – Quick, Affordable, Right, Convenient, and Personalized.

Otherwise, your customers might just start shopping around – and never come back!

\* Article was provided by Timur Mourtazov of the Institut de Ventes de Montréal, Inc., part of an internationally known Sandler Sales Institute. For more information see [www.ivm.sandler.com](http://www.ivm.sandler.com) or call 514-426-1250.

## *Special welcome to our new members*

*By Bernard Doiron, ASQ CQA, Membership Chair*

*Manon Proulx, Ryan Eaton, Domenic Spatolisano, Francois M. Morin, Eric Saba-El-Leil, Ronald Vincent Lepore, Marc Cloutier, Richard V. On, Timur Mourtazov, Chantal Baril, Andre A. Lapointe, Janice Patterson, Amandeep S. Sandhu, John R. McEwing, Fatou Guisse, Elie Robens Chami, Bhumiya Gupta, Nelu Gheorghe Alecu, Musoko Jean-Apollin, David Martin, Philippe Marcotte, Juan Ignacio Garzon Funes, Robert Fortin, Daniel M Blanco*



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# QMI TRAINING SCHEDULE FALL 2003



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## OHSAS 18001 - Occupational Health and Safety

ESSENTIALS - \$895	Montreal	September 15 – 16, 2003
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LEAD AUDITOR - \$1,995	Montreal	November 24 – 28, 2003

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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. »*

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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

***Special thanks to our Sustaining Members in the Montreal Section: Bombardier Aerospace, Hydro-Québec and Novaxa Consulting***

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