



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

## Managing service delivery processes: Linking strategy to operations



**DATE:** Wednesday, May 17, 2006  
**TIME:** 6:00 PM  
**PLACE:** Hilton Hotel, Dorval (PET) Airport  
**SPEAKER:** Dr. Jean Harvey, Ph.D., Professor of operations management (UQAM)  
**COST:** Members \$40 Non-members \$50

*Includes supper and we pay the Parking !!*

The only sustainable source of competitive advantage is an organization's ability to learn faster than its competitors. However, an organization has not learned anything until it has changed. Dr. Harvey will present an integrated view of the inner-workings of the learning service organization.

Details on page 3. Bring your business cards and network!

For registrations or information please contact:  
Chantale Simard, by phone at: (514) 941-5695,  
or e-mail at: [chantale.simard@videotron.ca](mailto:chantale.simard@videotron.ca)

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**Don't miss your recertification deadline!**



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## *The Editor's Corner*

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

### **QUALITY IS ABOUT CHANGE !**

Sometimes it's about limiting change like variation, other times it's about managing change as it happens, and, yes, sometimes it's about initiating change in order to grow and improve. If all goes according to plan, this should be the last time (for awhile anyway) that I will be addressing you as Section Newsletter Editor. After three years, it's time to move onto other challenges and encourage someone else to take on the role.

While demanding, being the Newsletter Editor allows you to add value and comment on issues close to heart and pertinent to the trade. This issue's theme is change and recognition. As

you'll see throughout, several individuals are being recognized and/or are involved in the changing of the guard. Fortunately, throughout this change also comes continuity of purpose.

Pictured below are: Pascale Belanger who will be continuing on as Secretary, Mitchell Daudier who is incoming Section Chair (from Vice Chair), Bernard Doiron who, as Immediate Past Chair, will also assume Section Vice Chair, Brenda Fisk who will be continuing on as our Regional Director, and, in a photo on his own, Gordon Ayotte who will be continuing on as Treasurer.

There will be more changes as the rest of the team gets settled but, as you can see, the team is solid and the changes are all about quality.

**Send comments to [redyer@sympatico.ca](mailto:redyer@sympatico.ca) .**

**Raymond E. Dyer** 



## *A word from your Section Chair*

*By Bernard Doiron, ASQ CQA, Section Chair*

### **FINAL WORDS AS YOUR SECTION CHAIR**

To paraphrase one of my predecessors, "I AM OUT OF HERE". It has been a privilege to represent you for the past two years as Chair for this Section. I want to say thank you for the opportunity that you have given me.

The Leadership Team and I have tried to give the members activities that responded to the needs expressed. Hopefully we have succeeded.

Lastly, I want to welcome the new Section 0401 Chair Ms. MITCHELL DAUDIER and assure her of my complete support.

Thank you,

**Bernard Doiron** 

# Details of next event

By Eric Stern, ASQ CQA, Program Chair

## Managing service delivery processes: Linking strategy to operations

Quality approaches are still deeply rooted in their manufacturing origins. Though many service organizations have embraced them, the perceived lack of fit with the unique nature of the service experience has created much resistance. While simple services – such as fast-food – have found it easier to deal with this, organizations that provide professional, semi-professional, and technical services are struggling. In manufacturing organizations, the extension of quality approaches to the fast growing sector of value-added services (B2B or B2C) is proving equally difficult.

The only sustainable source of competitive advantage is an organization's ability to learn faster than its competitors. However, an organization has not learned anything until it has changed (i.e. improved or redesigned) a shared way of doing things – that is, a process. Yet, top management is generally too caught up in strategic issues and in putting out fires to get really involved with processes and operations. They pick a program and a consultant, all too often the latest craze, they say the right words, but stand aloof from processes, thereby denying the message through the most essential part of their communication: the body language.

Montreal professor Jean Harvey will present a summary of his latest book (« Managing service delivery processes: Linking strategy to operations », American Society for Quality – Quality Press, Milwaukee: Wisconsin, 352 pages, 2006. <http://qualitypress.asq.org/> ) that addresses the above issues, among others. Dr Harvey will present an integrated view of the

inner-workings of the learning service organization – from the strategic view (thinking globally – doing the right things) down to process improvement and process innovation (acting locally – doing things right), methodology (DMAIC, DCDV), tools (such as QFD), and change vehicles (such as Kaizen events and process teams).

Listed below are recent articles where various aspects of the presentation are presented:

- HARVEY, J. «*Scoping Improvement Projects in Professional Services - A 10 Step Approach*», Quality Progress, 37 (8), August, 2004, pp 64-72.
- HARVEY, J. «*Process Improvement: Match the Change Vehicle and Method to the Job*», Quality Progress, 37, (1), January 2004, pp. 41-48.
- HARVEY, J. «*Switching from improvement to innovation – on the fly*», Quality Progress, Accepted for publication, 2006-2007.

## Dr. Jean Harvey

Jean Harvey is currently professor of operations management at the University of Quebec in Montreal (ESG-UQAM), where he was recently awarded the "high-performance prize" (2004-2005) by the alumni association of the business school. He also regularly acts as a consultant to organizations of all sizes, and is involved in executive education in 12 countries on three continents. He is a lifetime member of the Production and Operations Management Society. He holds an MBA from HEC and a PhD from Western Ontario, both in business. Dr. Harvey previously coauthored *La Gestion de Services (Chenelière-McGraw-Hill, 2000)*, which won a Pricewaterhouse Coopers Award for best business book in French in 2000. He is currently director of research for at the RBC chair for the management of financial services.

*Welcome to our new members*

We welcome new members: Chris Albert, Jingzhao Bai, Diane Begin, Michel Dubois, Antonio Iannattone, Kamran A. Khan, Nicolas Larrivee, & Johanna H. Van De Wygerd to our section !



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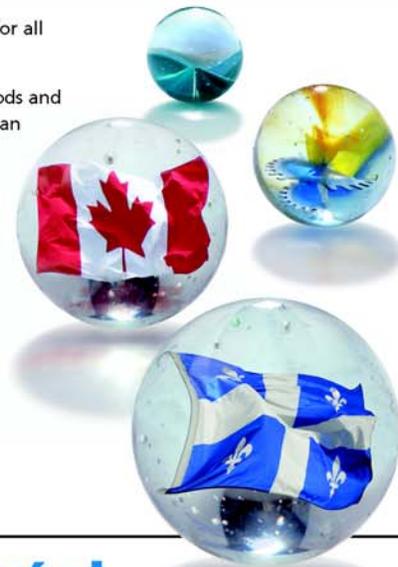
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ISO 9001:2000 Internal Auditor [FR] . . . . . June 20-21  
ISO 9001:2000 Internal Auditor [FR] . . . . . September 19-20

#### Environmental

Understanding ISO 14001:2004 [FR] . . . . . June 27  
Understanding ISO 14001:2004 [FR] . . . . . September 28  
ISO 14001:2004 Internal Auditor [FR] . . . . . July 5-6

#### Occupational Health & Safety

Understanding OHSAS 18001:1999 [FR] . . . . . June 13  
Understanding OHSAS 18001:1999 [FR] . . . . . September 12

#### Automotive

ISO/TS 16949:2002 Internal Auditor [EN] . . . . . June 14-16

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Management System Implementation [EN] . . . . . May 9-11  
ISO 17799/ISO 27001 – Information Security  
Management System Implementation [EN] . . . . . October 11-13  
ISO 27001:2005 Information Security  
Management System Lead Auditor [EN] . . . . . September 11-15

#### Food Safety

Understanding ISO 22000:2005 [EN] . . . . . June 15  
ISO 22000:2005 Internal auditor [EN] . . . . . September 11-12

#### Aerospace

Understanding SAE AS 9100 Revision B [EN] . . . . . October 2-3  
AS9100 Rev B Internal Auditor [EN] . . . . . October 4-6  
SAE AS9100 Revision B Lead Auditor [EN] . . . . . May 15-19



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# The Balanced Scorecard (BSC): a Map to Strategic Continuous Improvement

By Steve Jones, Eng., LSSBB, Six Sigma & Change Management Chair

A popular discussion topic during the networking portion of a typical ASQ Montreal Section meeting is how best to identify and prioritize continuous improvement projects.

The objective of Continuous Improvement projects is, of course, to increase the effectiveness and efficiency with which the critical business operations generate the desired business outcome. What better way to identify and prioritize those projects than by deriving them from, and embedding them directly into, the strategic business plan of the enterprise?

The BSC was originally designed to help the directorship of an enterprise to recognize and develop a set of business metrics that could provide a truly balanced and holistic perspective on the effectiveness of their strategic business plans. Ironically, the BSC has been so successful at focusing the strategic planning process that even the developers (R. S. Kaplan and D.P Norton of Harvard Business School) now call them “Strategy Maps”, and the emphasis is now on using this tool to develop more effective strategic plans, and less on developing the associated metric plan.

To illustrate the basic BSC (Strategy Map) concepts, the figure below presents a sample BSC for the hypothetical enterprise “ABC”.

A BSC typically starts with the financial objectives in for-profit business scorecards because the executives and shareholders have an understandably obstinate attachment to defining the success of the enterprise in financial terms. [Not-for-profit enterprises might substitute a different type of ultimate objective (e.g. “world peace”).] The BSC then systematically establishes the cause and effect linkages between the desired outcomes (e.g. \$x Million in profits) and:

- what the Customers will need to believe about the enterprise in order to “reward” it with the targeted business;
- what demonstrations of capability the targeted Customers will need to observe in order to believe what they must believe about the enterprise and thus “reward” it with the targeted business; and
- what core competencies will need to be enhanced or maintained (through investments) in order to enable the enterprise to demonstrate the critical capabilities that the targeted Customers will need to observe for them to believe what they must believe about the enterprise and thus “reward” it with the targeted business.

Once the above key critical factors have been established, the BSC team then identifies the specific strategic initiatives that will best ensure that each critical factor is accomplished, and (finally) the associated Measures of Effectivity (MoEs) by which progress can best be monitored.

		Strategic Action Plan	Measures of Effectiveness
Financial Objective:	\$\$ [= x% market share]	Convert <i>n</i> prospects into new clients	% market share
Key Customer Belief:	ABC defines “Best-in-Class”	Advertising Campaign <i>z</i>	Customer’s preference surveys
Demonstrated Capability:	ABC’s performance consistently exceeds competitor’s capabilities	Sponsor key International competitions	Win rates and performance margins
Critical Core Competency:	Superior manufacturing technology	<b>Improvement Project #y</b>	Product performance increase

If you are (I hope) persuaded that the BSC at least deserves a closer look by your enterprise, I recommend that you take a look at [www.bscol.com](http://www.bscol.com), or seek out an excellent book like “Balanced Scorecard, Step-by-Step”, by Paul R. Niven, and take your Continuous Improvement program to the next level.

If you have questions or comments on this article, you can contact Steve at [leansensei@sympatico.ca](mailto:leansensei@sympatico.ca)

## Where are they now?

By Jean-Pierre Amiel, ASQ CQA, Section Historian & Raymond E. Dyer, ASQ CQMgr & CQA

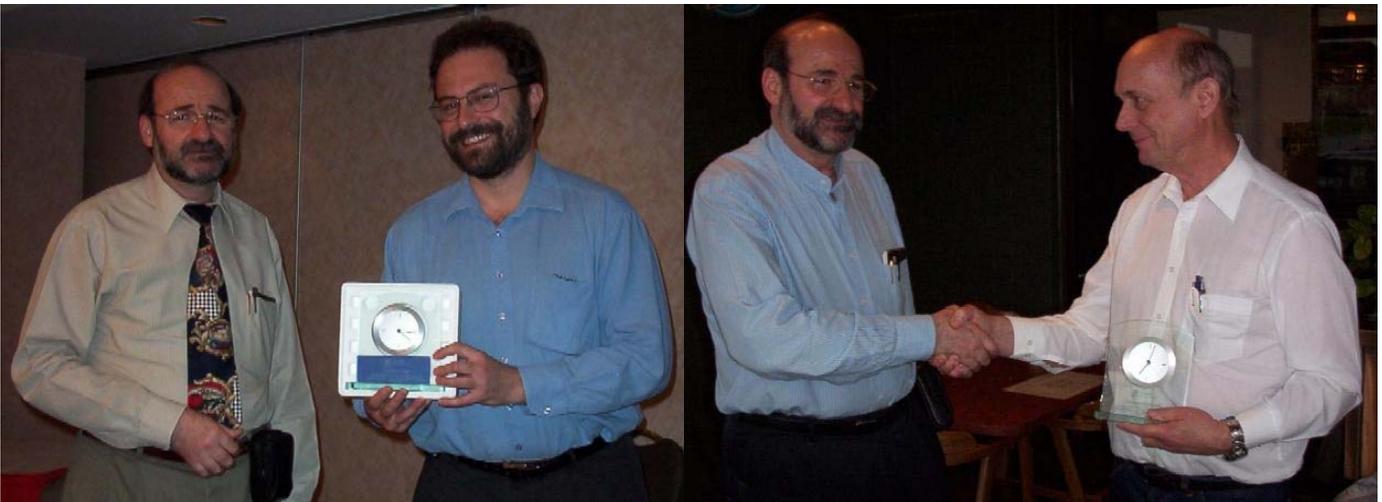
This photograph was taken of past & then current ASQ Montreal Section Chairs when the section celebrated its 50 year anniversary in September 2000. While four of us are still active on the Leadership Team, there are a few for which it would be great to hear some news from. Please send us any interesting information, worth sharing with the membership, as to what these individuals, and/or any other long-time member, are up to.



## Montreal Executive Awards

By Jean-Pierre Amiel, ASQ CQA, Awards Chair

Your Section would not be the success it is without the people who take the time and give the efforts to plan and ensure realization of its operation. We have seen people come, leave their mark, and then move on. For these reasons, at the 2006 Annual General Assembly, Jean-Pierre Amiel, Awards Chair, handed an award to Raymond Dyer (Newsletter Editor shown here in the left hand photograph) and to Norman Dickinson (Certification Chair, Recertification Chair, Section Examining Committee Chair, & Internet Liaison or Webmeister as we like to call him, shown here in the right hand photograph) in "Recognition of their commitment and contributions to the section and the community". Not pictured is Inteaz Alli who was also on the Awards Committee.



ASQ Montreal Section 0401 thanks all of our supporters and members for a great 2005 / 2006 season ! Stay tuned to plans for the 2006 / 2007 season including a November 2006 conference being jointly coordinated between both Montreal ASQ sections.

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### 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.* »

## ASQ Certification & Recertification

ASQ Certifications	EXAM DATES	APPLICATION DEADLINE
CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE	June 3, 2006	April 7, 2006
CBA, CHA, CMQ/OE, CMI, CQT, CRE, SSB	October 21, 2006	August 18, 2006
CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE	December 2, 2006	October 6, 2006

*Please note: Exam dates may be revised by ASQ at any time. For the latest dates, please contact ASQ at 1-800-248-1946.*

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

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3/4 page	\$ 175	\$ 210
1 page	\$ 200	\$ 240

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