



Montreal
Section 0401

NEWSLETTER

Septembre 2006, Volume 56, Issue 6

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

The Registrars are back

DATE: Wednesday, September 20th 2006
TIME: 6 p.m.
PLACE: Hilton Hotel, Dorval (PET) Airport
SPEAKERS: Representatives from BSI, QMI, and SGS
COST: Members \$40 Non-members \$50

Includes supper and we pay the parking!!!

Once again, we are giving a night to the registrars. We have confirmation that BSI, QMI, and SGS will send representatives to answer all of your questions on any of the standards that they work with.

Bring your business cards and network!
For registrations or information please contact:
Bernard Doiron by fax at (450) 776-7698
or e-mail at kayi@videotron.ca

Please, no phone calls.



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OUR CAREER OPPORTUNITIES WEB SITE AT
[HTTP://WWW.ASQMONTREAL.QC.CA](http://www.asqmontreal.qc.ca)



The editor's Corner



The Value of Change!

By Raymond E. Dyer,
ASQ CQMgr and CQA,
Newsletter Editor

There's that word again. Often desired and feared at the same time, "change" has a way of stirring up conflicting emotions in most of us. On the one hand, we look for opportunities to improve, whether it be ourselves, our processes, our products, etc. On the other hand, sometimes we're comfortable with the way we are, how we do things, that old t-shirt even if the material is getting pretty thin and torn.

In the past, I've seen all kinds of change shape the person I am, what I do in life, how and why I do it. I met my spouse over 20 years ago, changed the types of jobs and the job itself several times, changed companies I worked for, had a son 13 years ago, moved three times in Montreal before finally deciding to buy my first house two years ago, got involved with various volunteer assignments, ... and the list goes on. I'm sure most of you have a similar list.

As much as the change itself, it's often the implications of the change and/or the way it is initiated that can cause our stress. Loss of control, change in self-perceived image, sense of rejection, and fear of loss are but a few of the potential issues that can result from often well-intended change.

It's all in the presentation

Resistance to change, even good change, is often due to factors like the quality and timing of pre-change information, the degree of involvement and the ability to influence the specifics of the change, the perceived benefits of the change, etc. If these elements of change are appropriately addressed as the change is implemented, there is a much greater probability of success than if these areas are disregarded.

This very issue of our newsletter is but another example of change. It is our hope that the resulting change in

process and publisher will continue to meet your expectations as members of our ASQ section. That was one of the greatest concerns we had when embarking on this alternative newsletter production approach.

In most respects, the changes to the newsletter itself should be mostly cosmetic. The biggest perceived benefit was initially the expectation that its publication would demand less time of its editor. However, the process changes themselves also stand a good chance of increasing the quality of content and of participation as well. Spending less time fighting with large MS Publisher files on a PC of more than six years with a Windows NT operating system and reinvesting that time into composing more articles and more aggressively searching for other input should no doubt lead to better quality of information. A less demanding volunteer position should also lead to improved odds of eventually finding a replacement, i.e. this is my fourth term as Newsletter Editor of your section!

One last but very important point I want to raise on this recent change in newsletter production is the way it was brought about. Although the overall process worked quite well in the past when it came to delivering the newsletter on time, it was extremely demanding and usually ended up costing me 7 to 8 weekends per year of my personal time. This I could no longer afford. The problem was, no one else seemed able and/or willing to afford it either. With the suggestions and offers of support from a few Executive Committee colleagues and the leadership of our new Section Chair Mitchell Daudier, I was encouraged and supported to embark on this change. The results are not yet complete, but already I am encouraged and thankful we at least tried this alternative approach. All the right change management steps were followed, i.e. I was kept informed of the intention, I was involved and had the opportunity to influence the details, and I could definitely see the benefits.

The one constant is change. It's how we handle change that makes it good or bad. Thank-you colleagues, especially Mitchell and our new publisher Martin, for making that difference.

Send comments to redyer@sympatico.ca.

Raymond E. Dyer

Invitation to ASQ's Toronto Quality Forum 2006

ASQ Toronto Section 0402 will hold its Annual Quality Forum at the Toronto Congress Centre on October 18th, 2006. The ASQ Toronto Quality Forum has adopted "The Economic Case for Quality" as its theme for this year. While celebrating the challenges that quality practitioners and ASQ have overcome in the last 60 years, the conference will embrace the future and the crucial role quality can play in the transformations to come. Visit www.asqtoronto.org for more information.

A Word from your Section Chair

Welcome back!

Mitchell Daudier, Section Chair

Welcome to the 2006-2007 season! As we are enjoying the last days of summer, some of you might just be coming back to work from your vacation. Well, it's my wish that this season's Section 401's activities profit your professional tasks and continue to be part of your plans.

My mandate as Section Chair just started and one of the things I would like to do is certainly to continue in the same path as Bernard's job well-done, especially in responding to your needs as members through different activities. I intend to stay receptive and welcome your suggestions and comments.

Before leaving for the summer vacation, our team planned some interesting presentations to be held throughout the year. Talking about interesting things, there is one event coming up on November 17th where

Montreal sections 401 and 404 have joined forces to offer you a one-day conference on Ethics and Performance. Some of the most highly respected speakers will initiate discussions on how to manage ethics and performance, always within a Quality perspective. Through this conference, our intention is to offer tools to manage ethics in our organizations, initiate discussions, and bring out new thoughts on the role of ethics in our industries. I invite you to be there and I hope this activity will respond to questions you might have on the topic.

I sincerely hope that we will be part of your plans this year and again I encourage you to send us your comments and suggestions. We definitely need your input to keep on evolving.



Getting top management involved in Quality

By Eric Stern, ASQ CQA, Publicity Co-chair

Two years ago, on 15 September 2004, 35 individuals gathered at the Dorval Hilton to discuss top management involvement in Quality. The original intent was to get top management input on how they cooperated with their quality representatives seeing as, the year before, a similar meeting had concurred their support was important in successfully improving quality. The meeting evolved into a discussion on how quality practitioners could encourage collaboration from top management. The ideas suggested were:

- Ask top managers to identify their specific contribution to Quality.
- Get them to participate in quality audits, they are more likely to ask pertinent process related questions.
- Rotate top manager quality responsibilities every 18 months.
- Get the company president to personally participate in quality meetings.
- Use ISO 9001 to start a balanced scorecard drive.
- Use statistical tools to monitor improvements, select 3 to 4 key objectives.

- Incorporate cost of quality into corrective action request procedures. Have the controller challenge, validate, and drive results.
- Communicate Quality higher in the organization.
- Use lean management teams with a common objective. Communicate key progress and agree on measures of success based on customer feedback. Have brief regular meetings to review progress. Understand roles and key skills of team members.
- Demonstrate progress to customers and use feedback to set change objectives.
- Focus on one desirable team habit change for 5 weeks.
- Work on common cause issues.
- Check if actions taken contribute to profits. If so, communicate results. If not, consider changing approach.
- Ask: "What do I need tomorrow?"
- Check capabilities and consider actions to improve them.
- Invest in education tied to the company strategy.

Two years later, what do you think? What else would you suggest to your ASQ colleagues? Send comments to ericst@iseffective.com.

This season's planned events

Bernard Doiron, ASQ CQA, Program Chair

Date, time, and location will be confirmed as we progress into the year. Most events are planned for Wednesday evenings and are held at the Dorval (PET) Airport Hilton Hotel. Watch the Newsletter for further details.

- Sept. 20th 2006** The Registrars are back – Planned speakers include representatives from BSI, QMI, and SGS.
- Oct. 18th 2006** Food Quality – More details to come.
- Nov. 17th 2006** Conference on “*Éthique et Performance*”. More details to come. Visit our web site at (all day Friday) www.asqmontreal.qc.ca for updates.
- Feb. 21st 2007** Supply Chain Quality – More details to come.
- March 21st 2007** Service in Quality – Planned speaker is Dr. Jean Harvey, Ph.D., Professor of operations management at UQAM.
- April 18th 2007** Annual General Assembly and AS 9102 – The Section's annual report, election of 2007-2008 Executive Committee officers, and a chance to voice your opinion. Followed by a presentation on AS 9102. More details to come.
- May 16th 2007** Practical Application of Cost of Quality – More details to come.

Executive Committee Meetings

Section Executive Committee (Leadership Team) Meetings are held at different locations, starting at 6 p.m. The next regular meetings are scheduled for September 6th, October 4th, November 1st 2006 and February 7th, March 7th, April 4th, May 2nd, and June 6th 2007. Note that all dates planned are subject to change. Please call ahead to attend by

contacting Section Chair Mitchell Daudier at (450) 463-0990 or Section Secretary Pascale Belanger at (514) 822-7840.

Note: Available on request for section members only are minutes of section executive meetings (contact Secretary Pascale Belanger at pascale.belanger@belden.com) and section operating budget information (contact Treasurer Gordon Ayotte at gordon.ayotte@gmail.com)

8th Annual Supply Chain Management Conference: Managing the Quality Cost in the XXI Century

This conference dealing with Quality Cost will be hosted by the McGill University MMM (Master in Manufacturing Management) Program. It will take place on September 15th, 2006 and will cost \$200. For more information contact Myrosia Cap, MMM Program Coordinator, by phone at (514) 398-7201, by fax at (514) 398-7365 or by e-mail at mmm.mecheng@mcgill.ca. You can also visit the web site at www.supplychainmanagement2006.com.

Welcome to our new members

We welcome new members Nigel P. Forbes, Benoît Girard, Edgardo Isada, Philippe Martin, Olga S. Ormandjieva, Kostyantyn Polinkevych, Loay Q. Qasem, Brian E. Théoret, Stephen A. Tweed, Cheryl Fordham, Khaled T. Khattab, Cicela L. Mansson, Sefik Ozoral, Luis Sandoval, Gina Villeneuve, William N. Wilson, Nathalie Béland, Dennis Budgen, Kathy E. Dyck, Alain Guerru, Michael S. Mugridge, Serge Simard, and Jaafar Zerhouni to our section

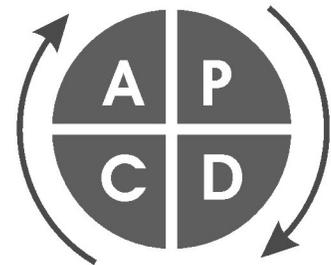
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has a mission to help organizations to improve their performance by information, awareness and training services in management systems

All our **practical** courses are based on the PDCA cycle, and they promote the **process approach** at both the operational and management levels. Our courses address three large areas:

- ▶ **implementing** a quality, an environmental and/or a health and safety management system, for organizations in all sectors
- ▶ **auditor** training, quality, laboratory, environment and health and safety, both internal and external
- ▶ training of **registrar** auditors in the Canadian Medical Devices Regulations and the Canadian Medical Devices Conformity Assessment System (CMDCAS), with Health Canada



Plan-Do-Check-Act

Traditional courses presented in Montreal

| | |
|--|----------------|
| Transitioning from ISO 9001 to TS 16949 (F) | Sept. 13 |
| Implementing ISO 9001:2000 (F) | Sept. 14-15 |
| Internal Auditing of Processes - PDCA approach (F) | Sept. 20-22 |
| Lead Auditor Course (F) | Oct. 2-6 |
| Implementing ISO 22000:2005 (F) | Oct. 11-12 |
| Internal Auditing of Processes - PDCA approach (E) | Oct. 18-20 |
| Implementing ISO 9001:2000 (E) | Oct. 23-24 |
| Lead Auditor Course (E) | Nov. 27-Dec. 1 |

Dynamic Cybercourses presented over Internet

| | |
|--|--------------|
| The Process Approach (F) | Sept. 12, AM |
| The Process Approach (E) | Sept. 12, PM |
| The Process Identity Card (F) | Sept. 14, AM |
| The Process Identity Card (E) | Sept. 14, PM |
| Familiarization with ISO 22000:2005 (F) | Sept. 15, AM |
| Familiarization with ISO 22000:2005 (E) | Sept. 15, PM |
| CDN Medical Devices Regulations - Introduction | Oct. 6, AM |
| CDN Medical Devices - Post-market requirements | Oct. 6, PM |
| Upgrade from 17025:1999 to 17025:2005 (F) | Oct. 10, AM |
| Upgrade from 17025:1999 to 17025:2005 (E) | Oct. 10, PM |

For additional information, see our website at www.accademia.ca, or call us at (514) 333-5767 or (800) 263-0128. These courses, as well as many others, are available in-house. They can be customized to suit your particular needs. Training coaching services are also available.

Accademia Qualitas is the leading private Canadian company dedicated to training in management. Accademia Qualitas draws on the vast experience of its founders and their participation in national and international standardization and certification activities, particularly in relation with the ISO 9000 standards. Accademia Qualitas is also proud of its network of experienced and credible partners.

ASQ Montreal Section Education Program 2006-2007

David Tozer, Ph.D., ASQ CQE & SSBB, Education Chair

Having ASQ certification gives you an edge in the market and can significantly increase your income

ASQ Certification often leads to higher paying employment. The money invested in education and certification increases chances of finding employment quickly in this downsizing environment. People who take the section-sponsored refresher courses and spend at least twice as much time as spent in the classroom on self-study have an 80 % chance or better, of passing the examination on the first attempt.

Certified Quality Engineer Topics include: quality concepts, cost of quality, human resources, team formation and group dynamics, inspection, metrology, sampling, reliability, quality standards, quality audit, statistics, design of experiments, process improvement, liability, and modern management methods for improving quality.

Certified Six Sigma Black Belt Topics include: quality concepts, cost of quality, enterprise wide deployment, business process management, project management, team formation and group dynamics, define, measure, analyze, improve, control, lean enterprise, statistics, design of experiments, and design for six sigma.

Certified Six Sigma Green Belt Topics include: quality concepts, cost of quality, enterprise wide deployment, business process management, project management, team formation and group dynamics, define, measure, analyze, improve, control, and statistics.

Certified Manager of Quality/Organizational Excellence Topics include: quality concepts, quality planning, customer focus, quality standards, project management, cost of quality, team formation and group dynamics, human resources and improvement.

Certified Quality Auditor Topics include: quality concepts, team formation and group dynamics, management responsibility, audit objectives, audit preparation, audit conduct, audit reporting, sampling, and basic statistics.

Certified Quality Improvement Associate Topics: quality concepts, benefits, terminology, team formation and group dynamics, continuous improvement, and customer-supplier relationship.

Certified Quality Inspector Topics include: quality concepts, team formation and group dynamics, geometry, metrology, reading drawings, mechanical processes, statistical process control, inspection, and sampling.

Certified Quality Technician Topics include: quality concepts, team formation and group dynamics, algebra, geometry, process control, instrumentation, inspection, sampling, probability and statistics.

Certified Reliability Engineer Topics include: reliability management, probability and statistics, modeling and predictions, data collection and analysis, reliability design tools, maintainability and availability, reliability testing, and product safety and liability.

We recommend CQT or CQIA training for all people who have to work in processes.

| Course | Start | Duration | Member | Fee Nonmember |
|---|-------------------------------------|------------------------|---------|---------------|
| Certified Quality Technician Refresher | 6 p.m., Sept 26 th 2006 | 7 weeks, 3 hours/week | \$860 | \$1,000 |
| Certified Quality Improvement Associate | 6 p.m., Sept 26 th 2006 | 7 weeks, 3 hours/week | \$860 | \$1,000 |
| Certified Six Sigma Black Belt Refresher | 6 p.m., Sept. 27 th 2006 | 10 weeks, 3 hours/week | \$1,150 | \$1,300 |
| Certified Manager of Quality /Refresher Organizational Excellence | 6 p.m., Nov. 29 th 2006 | 10 weeks, 3 hours/week | \$1,150 | \$1,300 |
| Certified Quality Inspector Refresher | 6 p.m., Jan 3 rd 2007 | 7 weeks, 3 hours/week | \$860 | \$1,000 |
| Certified Reliability Engineer | 6 p.m., Jan 4 th 2007 | 7 weeks, 3 hours/week | \$860 | \$1,000 |
| Certified Quality Engineer Refresher | 6 p.m., Mar. 6 th 2007 | 10 weeks, 3 hours/week | \$1,150 | \$1,300 |
| Certified Six Sigma Green Belt Refresher | 6 p.m., Mar. 21 st 2007 | 7 weeks, 3 hours/week | \$860 | \$1,000 |
| Certified Quality Auditor Refresher | 6 p.m., Mar. 22 nd 2007 | 7 weeks, 3 hours/week | \$860 | \$1,000 |

Questions? In-house courses, etc. David Tozer: (514) 694-2830, e-mail:

ASQ Course Registration Form

Courses: CQE CSSBB CSSGB CMQ/OE CQA CQIA CQI CQT CRE Fee: _____

Name: _____ E-mail: _____

Company: _____ Phone: _____

Address: _____ Home Address: _____

City: _____ Province/State: _____ Home City: _____

Home Province/State: _____ Country: _____ Postal Code/Zip: _____

Home Country: _____ Home Postal Code/Zip: _____

Send form to: Education Chair ASQ Montreal Section 401, 159 chemin Stillview, Pointe-Claire Québec H9R 2Y1

Make cheque to: ASQ Montreal Section 401

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Since 1901; BSI has been the world leader in management systems assessment services for all standards and specifications.

Organizations are constantly striving to provide purchasers with confidence in their goods and services while gaining market share. Balancing these and other business requirements can be a difficult and daunting process. That's where management systems can help.

Our independent assessors are entirely objective to verify your internal processes and help you improve your business's effectiveness and efficiency. Assessment will help you obtain meaningful information on which to base your decisions as well as identifying opportunities for genuine business improvement.

At BSI Management Systems Canada Inc. we provide a full suite of standards, registration and training services. Please visit our website for more information.

www.bsiamericas.com

Local BSI Contact in Montréal:

Hank Karayan
Phone: 450 978 7601
hank.karayan@bsi-global.com



Training Courses in Montréal

BSI offers an extensive range of training courses across Canada. Below are some of the upcoming training courses available in Montréal:

Quality

Understanding ISO 9001:2000 [FR] November 20
ISO 9001:2000 Internal Auditor [FR] November 27 - 28
ISO 9001:2000 Internal Auditor [FR] September 19 - 20

Environmental

Understanding ISO 14001:2004 [FR] November 30
ISO 14001:2004 Internal Auditor [FR] October 3 - 4
ISO 14001:2004 Internal Auditor [FR] November 9 - 10

Occupational Health & Safety

Understanding OHSAS 18001:1999 [FR] November 14

Information Security

ISO 17799:2005 - Information Security Management System Implementation [EN] October 11 - 13
ISO 27001:2005 - Information Security Management System Lead Auditor [EN] November 13 - 17

Aerospace

Understanding SAE AS 9100 Revision [EN] October 2 - 3
SAE AS 9100 Revision B Internal Quality Systems Auditor [EN] October 4 - 6
SAE AS 9100 Revision B Lead Auditor [EN] September 25 - 29

In addition BSI offers onsite training and e-Learning courses. For further details including course descriptions, prices and our full training schedule please visit our website at:

www.bsiamericas.com/training

To enroll please contact us either through our website or by phoning us direct at (514) 940 1778 or toll-free at 1 (800) 862 6751



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

The American Society for Quality (ASQ) is a not for profit Society incorporated in 1946 as the American Society for Quality Control (ASQC). In 1997, the Society changed its name to the American Society for Quality (ASQ) to better reflect its mission.

Montreal Section 0401's 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 and Recertification

| ASQ Certifications | EXAM DATES | APPLICATION DEADLINES |
|--|---------------------------------|---------------------------------|
| CBA, CHA, CMQ/OE, CMI, CQT, CRE, SSBB | October 21 st , 2006 | August 18 th , 2006 |
| CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE | December 2 nd , 2006 | October 6 th , 2006 |
| CBA, CHA, CMQ/OE, CMI, CQT, CRE, SSBB | March 3 rd , 2007 | January 12 th , 2007 |

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: (514) 334-6102 or by e-mail at: n.dickinson@alumni.concordia.ca.

ASQ Montreal Section thanks our Sustaining Members: Bombardier Aerospace, L-3 Communications MAS (Canada) Inc, Promaintech Novaxa, and QMI !

Rates apply for placing a black and white ad in one Newsletter issue only. Discounted rates are available for the same ad in multiple issues.

Contact Raymond E. Dyer, Newsletter Editor, at (514) 483-5001 or email at redyer@sympatico.ca.

| Ad size (8 1/2" 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 |

Come and visit us at <http://www.asqmontreal.qc.ca>