



Montreal
Section 0401

NEWSLETTER

February 2007, Volume 57, Issue 1

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

Process design in the learning service organisation – From the conceptual to the technical



DATE: Wednesday, February 21, 2007

TIME: 6:00 PM

PLACE: Hilton Hotel, Dorval (PET) Airport

SPEAKERS: Dr. Jean Harvey, Ph.D,
Professor of operations

COST: Members \$40 Non-members \$50

Includes supper and we pay the Parking ! !

Last spring, Montreal professor Jean Harvey presented an overview of his book "Managing service delivery processes: Linking strategy to operations". Dr Harvey will now explore the links between strategy (doing the right thing) and process improvement and design (doing things right), with emphasis on the methodology and techniques that facilitate the connection between the two, i.e. doing the right thing right.

More details inside. Bring your business cards and be ready to 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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The Editor's Corner



Permission to drop; a new Lean technique?

By Raymond E. Dyer,
ASQ CMQ/OE & CQA,
Newsletter Editor

After dealing with multiple reorganizations for several years, an area that's become a concern for me is what dedicated Quality and other professionals do when they have no choice but to consider not doing something any longer that they thought was important. Often, when asked to do more, we try to find someone else to pass these activities onto. However, what happens when there's no one available to pass these activities onto and you're simply being crushed under the weight of both your past and your new obligations?

Being a well identified workaholic and Quality passionate, I've had to consider and ask myself this question. A few days ago I came up with this concept, for which I will not suggest any acronym, called «Permission to drop». Already I've been getting positive feedback from work and ASQ colleagues. Maybe there's already something similar that exists out there. If so, in the spirit of not wanting to appear to plagiarize, please tell me what it is. Notwithstanding, here's how I saw the process working.

The employee formally identifies, to their supervisor, an area of activity they've been doing that they feel they must now consider stopping due to competing and higher priority demands on their time. This request will be understood as a «Permission to drop» and will be considered, by the employee and the supervisor, as a formal agreement that the activity will no longer be considered the responsibility of the employee to maintain or recover should the proverbial manure hit the fan when the impact of having dropped this activity comes to light by having the negative outcome already raised as a risk come to bear. The responsibility on the employee is to appropriately describe the potential risk of dropping the activity. If not, they are still responsible for the recovery. The responsibility of the supervisor is to assume their managerial position and either confirm with the employee that the activity is of continued importance and consequently assist that employee to find other ways of handling the surplus of work related activities or give the employee the permission to drop that activity knowing full well that they will need to bear the potential outcome should the negative consequence occur.

This process should not absolve the employee in responsibly managing their base activities. However, it should provide them support when they feel they are simply overwhelmed with legitimate demands on their time and that they can no longer manage the surplus.

What do you think?

Send comments entitled «ASQ Newsletter feedback» to redyer@nortel.com.

Details of next event

Raymond E. Dyer, ASQ CMQ/OE & CQA

Process design in the learning service organisation - From the conceptual to the technical

Last spring, Montreal professor Jean Harvey presented an overview 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>). Dr Harvey will now explore in more depth the links between strategy (doing the right thing) and process improvement and design (doing things right), with a particular emphasis on the methodology and techniques that can facilitate the connection between the two challenges - i.e. doing the right thing right. Dr. Harvey will illustrate the approach using two examples of professional service organizations, including one drawn from

his latest article: «Switching from improvement to innovation - on the fly», Quality Progress, 38 (1) January 2007, pp.53-63.

Dr. Jean Harvey, Ph.D

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 several countries on four 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. Harvey previously coauthored *La Gestion de Services* (Chenelière-McGraw-Hill, 2000), which won a PricewaterhouseCoopers Award for best business book in French in 2000. He is currently director of research at the RBC chair for the management of financial services.

A Word from your Section Chair

An interesting discussion

By Mitchell Daudier, Section Chair

I witnessed an intense discussion the other day within quality practitioners, process engineers, and health and safety professionals. They were talking about supply chain management and one of them was questioning the reasons behind outsourcing core products of a company. He understood outsourcing support activities, but why take the risk of giving to someone else the making of your core product?

For him, lower costs or better technology alone were not valid reasons compared to factors such as losing control on almost everything from delivery time to the very quality of the product. It was interesting to see the pros and cons. How can we guaranty good quality at every step of the chain when outsourcing? Can we use the same in-house methods to track quality? How far are we allowed to go when the customer is concerned? In the service industry, for example hospitals, do patients have the right to know, and say no, before private health information is sent to countries that might lack strong privacy policies? Or perhaps we should consider that these off-shore hospitals might have more well rested and available physicians ready to offer services that can no longer be provided on a reasonable schedule by our hospitals here because of a shortage of staff?

But yes, major quality issues can happen such as this case reported by both the TV show «60 minutes» and «The Washington Post» (Washington Post Sunday, April 24, 2005;

Page A01, by Rob Stein) where a radiologist from an off-shore outsourced hospital was involved in a case of malpractice in a hospital in the United States. The hospital had sent a patient home with a diagnosis of diverticulitis. The man was then found dead hours later. His death was caused by a burst of an artery in his heart. The hospital and doctor affirmed that the outsourced radiologist failed to make it clear that more testing was urgently needed to follow up on a scan he read. The radiologist denies any wrongdoing.

Evoking that case, one of the two quality practitioners in the group affirmed strongly 'If they had had a good quality system in place, all this could have been avoided'. One process engineer promptly asked him what he would have done if he had been in the hospital's shoes. Our man did not wait to give his view and advice: «When embracing outsourcing, we should apply whatever quality methods we had in-house and sometimes improve, tighten them and more importantly adapt them to the outsourced company. Outsourcing, like any business decision, comes with its share of risks. If the company judges that the quality of the outsourced product/service does not meet its specifications, it should rapidly take back the product/service in-house. Outsourcing is supposed to



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Cours offerts à Montréal

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Mise en oeuvre ISO 15189:2007	26-27 mars
Mise en oeuvre ISO 9001:2000	12-13 avril
Formation d'auditeur de SMQ	23-27 avril

Courses offered in Montreal

The CMDR & ISO 13485:2003	March 30
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A Word from your Section Chair / An interesting discussion

bring higher profits, right? Another point; the expertise that already exists should be used to assist off-shore outsourced companies. Some will say that cutting cost is often one of the reasons to outsource. Okay, but the jobs related to the core expertise should always be kept.»

«Also, if outsourcing to numerous levels (e.g. Tier 1, Tier 2, Tier 3), management should keep a close look at the real cost and which one of the levels is actually delivering the good/service. Involving too many tiers might be costly in the long run. Audits, visit, inspections, and training should be part of the outsourcing package.»

Indeed, it was interesting to follow that conversation. If you want to pursue that same sort of discussion, we will soon have a presentation on Supply Chain Quality where the subject of outsourcing will be discussed. We will keep you posted.

On a final note: A generous 'thank you' to those who were able to attend the conference on Ethics and Performance last November 17th. It was a great event and a great day.

Have a good quality year.

ASQ MONTREAL SECTION 0401 NOTICE

In accordance with Sections 5.4 and 6.1 of our Operating Agreement, the following members have been appointed to the Nominating Committee: Inteaz Alli (Chair), Norman Dickinson, Raymond Dyer, Bernard Doiron, & David Tozer. Also as per Section 6.1 of our Operating Agreement, the Nominating Committee has proposed the following slate of officers for the 2007/2008 Executive.

Section Chair: Mitchell Daudier

Vice Chair: Gordon Ayotte

Secretary: Bill Wilson

Treasurer: Stephen Jones

To nominate a different slate of officers, volunteer for a role on the various committees of the Section, or obtain further information, please contact Inteaz Alli at inteaz.alli@mcgill.ca. Nominees for Officer positions can be made by petition of at least 10 members.

Certain other Executive positions and committee chairs must also be filled so please indicate your interest. Please note that, to apply for any Section Executive or Leadership position, you must be a member of the Section in good standing.

Sincerely,

Inteaz Alli, Ph.D, ASQ CQA & CHA,

ASQ Montreal Section 0401 Nominating Committee Chair

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.

March 21st 2007 Supply Chain Quality - More details to come.

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.

Welcome to our new members

We welcome new members: Vildan Kocar, Nadia Mimoun, Stephanie Peika, Mauricio Rodriguez, Han-Wen Tang, James Tsi, Jianhan Wang, Simon Lavoie, Hoi Ki Tin, Frank Vieira, Nelu Gheorghe Alecu, Simon Cournoyer, Lourdes Garcia, Zhi Li, Robert J. Whittick, & Yingbo Xu to our section !

Executive Committee Meetings

Section Executive Committee (Leadership Team) Meetings are held at different locations, starting at 6 PM. The next regular meetings are scheduled for 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 the Section Chair or the Section Secretary.

Note: Available on request for section members only are minutes of section executive meetings (contact the Secretary) and section operating budget information (contact the Treasurer).



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Management System Registration & Training

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March 26-30, 2007
May 14-18, 2007

INFORMATION SECURITY

ISO 27001 Information Security Management Systems Webinar
2 hours - \$150
February 9, 2007
April 13, 2007

ISO 27001 Information Security Management Systems Essentials
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March 19-20, 2007

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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	March 3, 2007	January 12, 2007
CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE	June 2, 2007	April 6, 2007
CBA, CHA, CMQ/OE,	October 20, 2007	August 17, 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 telephone: (514) 334-6102 or e-mail: 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.

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