



Montreal
Section 0401

NEWSLETTER

March 2007, Volume 57, Issue 2

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

Obtaining ASQ certification - why, what, and how



DATE: Wednesday, March 21, 2007
TIME: 6:00 PM
PLACE: Hilton Hotel, Dorval (PET) Airport
SPEAKER: Dr. David Tozer, Ph.D, ASQ CQE & SSBB
COST: Members \$40 Non-members \$50

Includes supper and we pay the Parking !!

ASQ certification gives recipients a stronger position in the market place. Dr. David Tozer's presentation will demonstrate the advantages of certification, discuss the different bodies of knowledge of different certifications, and review some strategies for passing the certification examinations.

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



A real look at leadership

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

Although there are many definitions for «Leadership», here is what I will play with this time: «Leadership» is defined as «the office or position of a leader», «the capacity to lead», «the act or an instance of leading». Digging further, «Leading» is defined as «coming or ranking first : foremost», «exercising leadership», «providing direction or guidance». In summary, leadership is about position amongst others (formal or referent), capability, and action.

You've no doubt seen numerous jokes and comic strips about leadership (in this area, Dilbert is especially good), however, in this article, I will not make fun of it but rather provide you with one real example of true leadership that has impressed me and no doubt many others. While I have many examples from within our very own ASQ section, especially within our Leadership Team, this one, while a member, goes far beyond that.

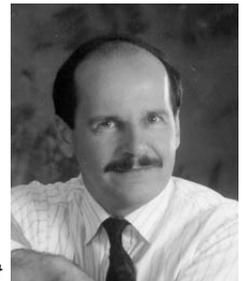
Denis Pronovost is indeed a member of our Montreal Section. However, he is also a member of our sister section in Montreal, i.e. Montreal Francophone Section 0404, and also their Treasurer. His role in helping us with our November 2007 joint conference planning committee on «Éthiques et performance» was enormous, not only for the budget control aspect within our sections but also as a well respected expert and speaker on an extremely pertinent subject matter «Responsabilité Sociale des Entreprise (ISO 26000)». Denis is the General Director of Accademia Qualitas (a firm that teaches all kinds of topics re: standards

and auditing, see <http://www.accademia.com>). He has over 25 years of experience in QA standards (started very young) and his implications in various subject matter and technical committees have allowed him to develop the credibility and capability to speak on such pertinent matters.

I met Denis way back in the early 1990s as I was preparing to lead our organization to an ISO 9002 registration. He taught me most of my initial courses on the standard and on auditing. Since then, I've seen him in so many subject matter, training, and coaching roles that this short article could never do justice to him. He's shown me what it is to have stature (position), the ability (capability), and demonstrated activities (actions) within the Quality community to affect positive change.

Throughout my career, and especially as part of the ASQ, I've had the benefit of seeing such leaders close up and to learn from them. Having been an ASQ Section Leader and actively participating at our ASQ events for many years now has only amplified these opportunities. Denis is but one very concrete example of leaders I've come across (but he's a pretty good one) which is why I chose him this time to make my point which is: to improve ourselves, our organizations, our society, and our world, we need true and ethical Quality leadership. Such leadership can only be effective if we position ourselves with respect, develop the appropriate abilities, and, most importantly of all, act. I thank all leaders that have crossed my path (Denis, fellow ASQ Leadership colleagues, other ASQ liaisons including our ASQ Canada Director Brenda Fisk, etc.) for having helped me become a leader as well. I also encourage you all to participate as much as you can in your section's activities in order not only to improve the Quality mission but also to develop your own leadership qualities.

Send comments entitled «ASQ Newsletter feedback» to redyer@nor-tel.com.



Denis Pronovost

Details of next event

Bernard Doiron, ASQ CQA, Program Chair
Obtaining ASQ certification - why, what, and how

This month's presentation is on the certification process. ASQ certification gives recipients a stronger position in the market place. People with certification are desirable employees because they have a focused and disciplined approach to managing the quality function and solving problems. There are many certifications available. However, there is a theme that runs through all of them. Passing the examination requires having a strategy and sticking to it. The presentation will demonstrate the

advantages of certification, discuss the different bodies of knowledge of different certifications, and review some strategies for passing the certification examinations.

Dr. David Tozer, Ph.D, ASQ CQE & SSBB, Montreal Section 0401 Education Chair

David Tozer earned a Ph.D. in physics at the University of Waterloo. He then worked in the quality field for many years in the pharmaceutical, defence, aerospace, medical, manufacturing, and software industries. In industry, Dr. Tozer successfully led teams of people to improve their organizations using the Six Sigma methodology. He is an ASQ CQE, an ASQ SSBB, and teaches quality courses for the ASQ and a joint ASQ McGill university program. Dr. Tozer has trained over four hundred people in various topics in the quality field.

A Word from your Section Chair

THOUGHTS ON COMMITMENT

By Mitchell Daudier, Section Chair

Leadership is important, and having quality leaders is the key. However, with leadership comes the Commitment; 'wanting to do it and to do it well' is what would be the definition of commitment in my book. Commitment can come without leadership but leadership is nothing without commitment. I have always thought that being a leader with no commitment is like leading a ship to no particular destination - resulting in wasted time and energy. To bring the ship to that particular destination, one must have the courage to drive (leadership) and the necessary focus and willingness to attain the goal (commitment). In this period of elections, with no doubt I can say that we all want to see some kind of commitment in our future leader. I sometimes watch Donald Trump's «The Apprentice», a popular reality TV show where business people would perform different tasks to demonstrate their competence and capacity to lead. One thing that participants would always say on their first day, when presenting themselves, would be that they are 'natural born leaders'. The judges would agree until they see what kind of commitment those participants would put in their work, if they would be able to walk the talk. With no commitment, leadership is quite empty.

I attended, a few minutes ago, a conference on Entrepreneurship and Youth. Different opinions were being expressed on how young entrepreneurs were harnessing different aspects of the business world. Quickly the discussion drifted into education, schools, and the

quality of teachers for many teachers were in the room. I came across a woman who happens to be a high school teacher. She revealed herself to be an excellent communicator and a true believer in good education. As she was talking about the importance of a quality education, one could quickly see that she was totally committed to her work, clearly wanting to give quality education to her students. I could not tell if she was a leader or not but for sure she wanted to do it and do it well. She had aligned all the actions to make sure that her course content would get to the student mind. She would catch students' attention in a way that he or she would understand the material therefore making the learning easier. And when students would fail to understand, she would challenge, amongst other things, her methods. There was a feeling of true competence and intense commitment that was coming from her.

Could it be that commitment is therefore the number one ingredient to achieve high standards of quality? Could it also be that we do not have to be the leader of the pack to be committed to our work, to deliver a high quality standard product or service. This makes me think that we should probably expect commitment not only from our leaders but also from each one of us.



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Cours offerts à Montréal

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
Mise en oeuvre ISO 14001:2004	31 mai-1 juin

Courses offered in Montreal

The CMDR & ISO 13485:2003	March 30
Internal auditing of processes	April 2-4
Implementing ISO/IEC 17025	April 16-17
Implementing ISO 9001:2000	May 10-11

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.

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.

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: Ronald D. Atkinson, Linda M. Christmann, Gabriel Eldred, Joyce Healey, Alvi Islamaj, Chantal Meloche, & Chantal Pare 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 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).

We should not only use the brains we have, but all that we can borrow. - *Woodrow Wilson*

A journey of a thousand miles must begin with a single step. - *Lao-Tzu*

If small sums do not go out, large sums will not come in. - *Chinese proverb*

You've got to do your own growing, no matter how tall your grandfather was. - *Irish proverb*

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TRAINING COURSES IN MONTRÉAL

Quality

ISO 9001:2000 Internal Auditor [FR] April 17-18

Food safety

Understanding HACCP [EN] April 24

Understanding ISO 22000:2005 [EN] April 25

ISO 22000:2005 Internal Auditor [EN] April 25-27

Environmental

ISO 14001:2004 Environmental Management Systems Lead Auditor [EN] April 16-20

Aerospace

SAE AS 9100 Revision B Lead Auditor [EN] May 14-18

Integrated Management Systems

Implementing & Auditing an Integrated Management System [EN] May 7-8

ISO 9001:2000 / ISO 14001:2004 Integrated Internal Auditor [EN] May 9-11

Medical Devices

Understanding ISO 14971:2003 [EN] April 10

Medical Devices CE Marking [EN] April 11-12

Understanding ISO 13485:2003 [EN] April 24

Implementing ISO 13485:2003 [EN] April 25-26

ISO 13485:2003 Internal Quality Systems Auditor [EN] . . May 8-10

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Turtle Soup

By Stephen P. Jones, Eng., Six Sigma & Change Management Chair

Preamble by Ray Dyer, Newsletter editor: This article has made it to «Quality Digest» as a reaction to another article on the value of Turtle diagrams. Stephen takes this subject very much to heart and continues to show leadership in its use.

Mike Micklewright chose to rant about turtle diagrams («Auditors, Turtle Diagrams and Waste,» <http://qualitydigest.com/qualityinsider/index.lasso>) as if one questionable application of the tool demonstrates that the tool itself has absolutely no merit and, worse, that

anyone who promotes the use of turtle diagrams, in any context at all, must be a shyster.

I am finding the turtle diagram to be a very helpful analytical tool as I help a broad range of professionals document and evaluate their core business processes, and to recognize the broader context in which they are performing their roles and responsibilities.

In my experience, building and reviewing a turtle diagram of selected business processes is every bit as useful and effective as any other tools I have used. Everything fits on

one page, and it provides both a great point of departure and a safe-harbor anchor point as we help our specialists understand how and why the business is asking them to use and contribute to the quality management system.

As a byproduct of creating turtles, we are increasing mutual awareness between professional silos and establishing a set of baseline SIPOCs—and institutionalizing a common frame of reference—to support continuous improvement.

Where are they now?

Commitment Makes Time Fly

By Jean-Pierre Amiel, ASQ CQA, Section Historian

As our section enters its 57th year of existence, we should remember that, over the years, Section members, as quality practitioners, were there to help improve «things» by providing a forum for learning, exchanges, and networking. Amongst our members and leaders, some have had great influence at the top of large, medium, and not so large corporations, while others made smaller and just as important marks by working to improve their company operations one small step at a time.

Today, I propose that we take a moment to recognize, honour, and thank some of our members for their commitment and dedication to the Montreal Section of the American Society for Quality. These individuals have been members of the Section for more than 30 years and many of their faces appeared frequently at our meetings.

- Reginald Charlesworth, a retired ex-Montrealer, now living in Vancouver, has been a member for 49 years and keeps tabs on us through the Newsletter.
- Detlef Blankschein, a retired member with 38 years membership, was on the Section's executive through a number of years and challenges.
- Radu Theodorescu, a retired member and ASQ Fellow, has 37 years with ASQ.
- Germano Pasqualini, a vivacious person who always questioned, so as to better understand, one approach or another, has retired and has 34 years with the Section.

- Norman Dickinson, who in his 31 years with us has not only coordinated certification exams and validated recertifications for many of those years, but is also vying for the longest time served on the Executive Committee.
- Vladimir Rydlo also celebrated 31 years in the Section.

In the 30-year vintage category, we find the following individuals :

- Joseph Kelada, professor, researcher, and «father» of Quebec's first French-language magazine dedicated to quality and one of the Section's three ASQ Fellows.
- Randhir Birdi, Fekry Bishara, and Willy Kutteh whom unfortunately I don't recall having personally met or debated at our meetings.
- And humbly, myself, JP Amiel, also vying for the title of longest time served on the Section Executive.

Today, there are just as many challenges and many of the original techniques have evolved and morphed into mainstream practices. Because of this, we can still ask «What will your commitment be to the Montreal Section?» Please get back to us.

Send any news you may have on past and longstanding members (including yourself) via e-mail entitled «Where are they now?» to redyer@nortel.com.

Had You Come to the Last Event

By Eric Stern, ASQ CQA, Publicity Co-chair

During his presentation at our February 2007 event, Professor Jean Harvey described to us the importance of connecting organizational strategy to critical processes. This connection allows people to do right the right things. In his content-rich presentation, he gave us a key way

of determining what causes people to change and referred to it as «The Equation of Change», i.e.:

$$D \times V \times SU \times FCS > C$$

In other words, Dissatisfaction (why) x Vision (what) x Sense of Urgency (when) x First Concrete Steps (how) must be greater than Cost for change to be likely to occur.

You could have learned this and a lot more had you come!

Would you like to publish a phrase of regret in the Newsletter, just to show people the value they lose when they do not participate?

Send comments entitled «Sorry» to ericst@iseffective.com.

Lean vs. Six Sigma, Efficiency vs. Effectiveness

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

I guess it really does matter the way you look at things. To me, it was clear that Lean was about removing non-value added elements (waste) and Six Sigma was about reducing variation. However, I tended to think of Lean as doing the right thing (effectiveness) and Six Sigma as doing them the right way (efficiency). However, I've often noted that others see it differently (e.g. see first table in http://www.qualitydigest.com/currentmag/articles/04_article.shtml). Taking a step back and reflecting on it some more, here is how I now understand it: Lean eliminates resources (time, material, energy, etc.) you don't need to spend to get what you want done in the end and therefore addresses efficiency. Six Sigma reduces variation away from an objective (the right thing) which reduces the chances of non-conformance (the wrong thing) and thus encourages more effectiveness.

I guess my original premise of seeing it the other way around was based on looking at the process too narrowly, i.e. if a particular step was a complete waste (not doing the right thing & thus not effective), working at reducing its variation around an objective for that partic-

ular step (Six Sigma) might seem to improve how the step was being done (efficiency) but Lean would actually stop it from being done altogether (effectiveness). However, the principles behind Six Sigma, and one of its strengths, is to ensure that the end objectives being worked towards are valued by the customer &/or other pertinent stakeholders and thus the right thing to do. Improving processes to reduce the variation on achieving these valued objectives (e.g. Six Sigma) encourages the right thing to be done more often and thus improves overall effectiveness. Any interim activities and objectives not leading to these valued end-state objectives are a waste of resources and anything done to eliminate this waste (e.g. Lean) improves overall efficiency.

By taking a step back and looking at the debate from an end objective, rather than a focused process step, point of view, it looks like I've convinced myself into changing my perspective on Lean and Six Sigma when it comes to efficiency and effectiveness. Guess you can teach an old Quality guy new tricks. Bottom line: Lean eliminates waste and Six Sigma reduces variation. Go out there and improve!

What can you do for your ASQ Section?

By Eric Stern, ASQ CQA, Publicity Co-chair

What can you do for yourself, your colleagues, your organization, your family, and your community by contributing to make ASQ a powerful organization and its events and publications attractive? You could:

- Enroll new members
- Invite people to events
- Get top management support and maybe even participation
- Suggest new ways for ASQ to help you
- Mentor others
- Share best practices

- Give attention, time, energy, money, creativity, etc. in other ways
- ... (Your suggestion) ...

What would you intend to do, commit to, or propose? Together, we can get recognition, a powerful voice, and support from sponsors. Please find a way, any way, to help your section. Thank-you for your support.

To assist in publicizing ASQ, its events, its activities, etc. please send comments entitled «What I can do» to ericst@iseffective.com and include your name, phone number, and organization.

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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
CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE	June 2, 2007	April 6, 2007
CBA, CHA, CMQ/OE, CQI, CQT, CRE, SSBB	October 20, 2007	August 17, 2007
CCT, CQA, CQE, CQIA, CQPA, SSGB, CSQE	December 1, 2007	October 5, 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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1/6 page	\$55	\$75
1/4 page	\$75	\$100
1/2 page	\$135	\$165
3/4 page	\$175	\$210
1 page	\$200	\$240

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