



Our Mission: To Promote and Apply Quality Principles in London and Region through Leadership, Networking and Learning Opportunities .

London Section 403 News—March 2009

A Message from your Chair

By Joe DaSilva



Our goal this year was to provide you with interesting topics that bring real value. We also planned to provide networking time at each event so that we can get to know each other better and benefit from our collective

experience. How are doing on these goals?

One of the ways we monitor how well we perform is through the feedback that you provide us when you complete the meeting satisfaction surveys. Please remember to fill out the survey at the end of the meetings and leave it on the table for someone on the executive to collect.

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At this month's meeting we will feature Mr. Robert Eldik, Operations Manager of the Tape Department at 3M Canada. The topic will be Lean 5S Application at 3M Canada. Mr Eldik will share examples of lean 5S projects and how they have benefited the production operations. I think you will find this meeting quite enjoyable and informative. I hope to see many of you in attendance.

At the March 12, 2009 meeting we will open the floor for nominations of next year's officers for Section 0403. The nominations committee will put forth the names of at least one member for each position. We will finalize nominations in March and either affirm the slate if there is only one nomination per position, or hold an election vote if there are multiple nominations. Nominations can still be made during the election portion of the meeting.

For now, bundle up, enjoy some hot chocolate, and keep warm! Winter can't last forever. And ... "think Spring!!"

Joe DaSilva
ASQ London Section Chair 2008-2009

Points to Ponder

The first panacea for a mismanaged nation is inflation of the currency; the second is war. Both bring a temporary prosperity; both bring a permanent ruin. But both are the refuge of political and economic opportunists.

[Ernest Hemingway \(1898-1961\) American Writer.](#)

If all the economists were laid end to end, they would not reach a conclusion.

[George Bernard Shaw \(1856-1950\) Irish writer.](#)

February Meeting Summary

Root Cause Analysis - 4 Methods

Root cause analysis (RCA) is a class of **problem solving** methods aimed at identifying the root cause of problems or events. The practice of RCA is predicated on the belief that problems are best solved by attempting to correct or eliminate root causes, as opposed to merely addressing the immediately obvious symptoms. By directing corrective measures at root causes, it is hoped that the likelihood of problem recurrence will be minimized. Root cause analysis is not a single, sharply defined methodology; there are many different tools, processes, and philosophies of RCA in existence.

Joe DaSilva presented a brief description of the four root cause techniques that are described in detail in a book called *Root Cause Analysis: A Tool for Total Quality Management* by **Paul F. Wilson, Larry D. Dell, Gaylord F. Anderson**. The four techniques are called Barrier Analysis, Change Analysis, Events and Causal Factors Analysis, and Tree Diagram. This book is available through the ASQ bookstore.

Members were assigned to one of four groups with a different case study that was used to practice using the RCA techniques. An experienced facilitator led each of the groups.

The following is a brief description of the RCA techniques:

Barrier Analysis

An unwanted event or problem can be considered as the result of a number of elements coming together in a certain manner. When these elements are known,

safeguards or barriers are put in place to prevent the problem from occurring.

Barrier Analysis is a technique often used in particularly in process industries and safety-based RCA. The Barrier Analysis technique is an investigation or design method that involves the tracing of pathways by which a target is adversely affected by a hazard, including the identification of any failed or missing countermeasures that could or should have prevented the undesired effect(s).

Barrier Analysis defines the basic elements of a problem as the following:

- threats, hazards or forces
- the target of the problem
- Barriers that are supposed to keep the threats from occurring
- The path by which the threat took to cause the problem

Analysis of different “barriers”

- elimination of the hazard
- reduction of the hazard
- modification of the release of the hazard
- separation in time or space
- isolate the target or hazard
- strengthen the target
- reduce the effect

As you perform a barrier analysis

- remember that a single event can trigger many related problems
- good practice to list all potential targets
- eliminate those not impacted by the event

Performing the Barrier Analysis

- identify target damage
- identify the source of the threat
- identify barriers that should have prevented the problem
- evaluate their adequacy

Questions to ask during Barrier Analysis

- Were barriers operational?
- Was the barrier placed between the threat and the target?
- Is it possible to protect the target with barriers?
- Were barriers backed up by contingency plans?

Change Analysis

It is an investigation technique often used for problems or accidents. It is based on comparing a situation that does not exhibit the problem to one that does, in order to identify the changes or differences that might explain why the problem occurred. The Change Analysis technique is an investigation technique that involves the precise specification of a single deviation so that changes and/or differences leading to the deviation may be found by comparison to similar situations in which no deviation occurred.

The Change Analysis Process consists of six basic steps

1. Describe the event situation
 - who was involved
 - what was involved
 - where the event took place
 - when did the event take place
 - be objective and avoid biasing
2. Describe an event-free situation
 - the non-event should be equal in characteristics to the event situation
3. Compare the two
4. Note all detected differences
5. Analyze the differences
6. Integrate the information and formulate root cause

Events and Causal Factors Analysis

Despite popular belief, things don't just happen. For every problem, incident or failure, there was a previous or missed event

or an underlying condition that caused it to happen.

In the Events and Causal Factors Analysis charting technique each event is enclosed in a rectangle. A series of Events are enclosed in rectangles with lines inter connecting the rectangles. Events progress from Left to Right, just like in a text. Striking of a match Stick is an event. If there is possibility of an interconnection, the rectangles are connected with dotted lines. The 'Causes' are identified for each event. In order to differentiate the Causes from Events, Causes are enclosed in an Ellipse. The 'Presence of inflammable Gases' can be a 'Cause'. Both 'Event' and 'Cause' put together may lead to the accident e.g. 'Explosion'.

The Event and Causal Factor Charting event sequence should

- depict the pre-event
- the event
- post event
- put them in chronological order
- indicate if the event is pertinent to the problem

Events and causal factor steps:

- collecting and arranging the events in chronological order
- define the event of interest
- select the scope of the analysis
- examine the event sequence for problems
- define and relate contributing conditions to each event
- continue to define casual factors to root level or systemic causes
- determine the root cause

Tree Analysis or sometimes called Causal Factor Tree Analysis

When investigating a problem, it is often difficult to visualize how a number of potential contributory factors may have caused the event. A tree diagram is a graphical display

of an event which describes each of the events contributing factors. The Tree Analysis technique is very useful in helping visualize complex problems or situations.

A Tree diagram is a graphical display of an event which describes each of the event's contributing factors.

Constructing the initial tree:

1. define top event
 - under top event, there are usually
 - personnel
 - material
 - equipment
 - procedures
2. Following this initial tree, continue "branching" out
 - include further, specific items under each "root" (personnel, procedures, etc.)
 - continue branching each layer as necessary
3. Validating the tree
 - use people knowledgeable in the process

- follow the path through the tree to verify fit to the problem
- Ask:
 - Do the listed factors suggest the likely occurrence of the problem or a similar problem?
 - Is each factor or sub-factor plausible?
- Modify the tree as necessary
- revalidate the new layout of the tree
- If the tree is properly validated :
 - you can postulate various possible scenarios
 - it is best to note the predominant cause of each event
 - select the best scenario that fits the facts
- 4. The last step is to determine root cause
 - this is based upon the causes identified in the possible scenarios

Corrective action recommendations can then be based upon the root cause determination.

Share Your Event Success Story

Are you tired of hearing nothing but bad news from the media? Wouldn't you prefer to hear some good news for a change? If you had a fantastically successful event or good news, share that story with fellow ASQ members in the London and surrounding areas. By having your story published in our section newsletter you will raise awareness for your company and show others that even though these are difficult times there are still companies that are doing well. We look to these companies for inspiration. The success stories are a source of motivation and pride.

Send your story (maximum 200 words) to Klaus Martinek at martinek@execulink.com



NEXT MEETING -

ASQ London Section 0403 presents....

Lean Implementation / 5S Applications at 3M Canada

Date: March 12, 2009

6:30 PM – 9:00 PM

Location: Best Western Stoneridge Inn & Conference Centre

Guest Speaker: Rob Eldik, Tape Operations Manager at 3M Canada

Mr. Rob Eldik is an experienced Lean 5S practitioner. Lean thinking has remained a cornerstone of the continual improvement movement behind real and lasting value stream management at 3M Canada.

The focus of Mr. Eldik's presentation is on how the 3M Canada plant implemented Lean tools such as 5S. Results from a number of actual 5S projects will be highlighted. It is through sharing of knowledge and experiences that we learn from one another.

Agenda:

6:30pm Networking

7:00pm ASQ Welcome address and opening remarks

7:10pm Elections of officer positions for the 2009-2010 section year

7:15pm Lean 5S Presentation by Mr. Rob Eldik

8:50pm Closing Remarks

9:00pm Adjourn

RSVP to: Joe DaSilva at jadasilva2@mmm.com or call (519)-4351-2500 ext 2166.

From Highway 401, take Colonel Talbot Road/Highway 4 South (Exit 177A,) we are located at the intersection of 401 and 4 on the southwest side.



GUESTS.... ARE....WELCOME!

London Section - Elections

ASQ is a Not-For-Profit organization and is run mostly by volunteers. ASQ is always looking for volunteers both new and experienced, and presently the London chapter is seeking three elected positions for the year 2009-2010.

Elected positions are: (i) Chair Elect (ii) Treasurer (iii) Secretary
 Present candidates are: Marnie Levergood Don Darling Sandy Carruthers-Terry

The position of Chair will be filled by Steven Britton, elected last year as Chair Elect. We will accept **alternate nominations** submitted to Joe DaSilva at or before this month's meeting on March 12, 2009.

Elections for the four elected positions will take place at the March 2009 meeting by the members that are in attendance.

This is an excellent opportunity to gain valuable leadership experience. These executives will be part of a team who will be providing services and managing the program for approximately 400 ASQ members in this section. More information about these executive positions can be accessed through ASQ Web site. Nominations conclude at March's monthly meeting. If more than one contestant runs for a given position, then an election will be held and results announced at the April meeting.

Chair Elect	Treasurer	Secretary
<p>General Description The chair-elect is elected in the year preceding his or her term as chair and is expected to develop strategic direction while preparing for the next year.</p> <p>Term One year July 1 to June 30. However, this is a three year commitment as position will advance to Chair the following year and then Past Chair.</p>	<p>General Description Oversee section funds; maintains accurate section financial records; and report on financial condition of the section at times directed by the bylaws and policies and procedures.</p> <p>Term One year July 1 to June 30.</p>	<p>General Description Document section business and maintain records of the section and serve as the official correspondent of the section.</p> <p>Term One year July 1 to June 30.</p>
<p>Further details for each position can be sourced through ASQ Website at: www.asq.org under section volunteer roles or by requesting further details from a London Executive team member.</p>		

Education News

by Irshad Syed Hussain

If you have any questions about any course, feel free to contact:
 Syed Irshad Hussain, P. Eng, PMP Manager Power Provisioning 100 Dundas St.
 Floor 8, London, ON, N6A 4L6 Tele: 519 679-1727 Pager: 519 430-1035 Fax: 519
 679-8948 Email: Irshad.hussain@gmail.com

Welcome the Following New Members

Dwayne E. Cattel
Raymond M. Lammens
Maurice P. Williams

ASQ LONDON WEB-SITE CHANGES: <http://www.asqlondon.on.ca/>

Lorraine DaSilva is our ASQ London webmaster. Recently Lorraine updated and refreshed the website. Besides an entirely new appearance and colour scheme, the website now features a horizontal navigation bar and a home page that contains most current news and information in one place. Lorraine is still finding bugs with some links. Please let Lorraine know what you think of the new look of the website and if you have any ideas on how to improve it.

You can contact Lorraine DaSilva by the link on the home page under “Contact Us” or by sending an email to [***lorraine.dasilva@sympatico.ca***](mailto:lorraine.dasilva@sympatico.ca)

2009 World Conference on Quality and Improvement

Join ASQ at the 63rd World Conference on Quality and Improvement and open your mind to the latest quality knowledge and tools, enjoy networking opportunities with quality experts, and generate quality ideas through a broad range of sessions. Visit [**http://wcqi.asq.org**](http://wcqi.asq.org) for more information.

2009 LONDON QUALITY AWARD

March 25, 2009

2009 LQA Finalists

The nominations are in, and the two finalists have been announced. They are:

- Attica Manufacturing ---
- Guest House on the Mount ---

Previous LQA Recipients

- 2001 Wecast Industries
- 2002 Sparton Electronics
- 2003 Sterling Marking Products
- 2004 3M Canada
- 2005 Martin Building Maintenance
- 2006 Vari-Form
- 2007 Metropolitan Maintenance
- 2008 Alumni Relations - UWO



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Section 403 - Executive 2008-2009

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jadasilva2@mmm.com

CHAIR ELECT/SMP – STEVEN BRITTON

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MEMBER-AT LARGE – HARJINDER DHALIWAL

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MARK YOUR CALENDAR

Monthly Meeting Agenda 2008 - 2009

Meeting	Topic	Venue
Sep 11, 2008	Innovation Generation	Best Western S.I.
Oct 09, 2008	Hidden Wastes = Hidden Costs	Best Western S.I.
Nov 13, 2008	Kaizen Workshop	Best Western S.I.
Dec 10, 2008	Design of Experiments	Labatts
Jan 15, 2009	Alternative Energy Sources	Best Western S.I.
Feb. 12, 2009	Root Cause Analysis	Best Western S.I.
Mar. 12, 2009	5S Lean Methodology at 3M	Best Western S.I.
Apr. 16, 2009	Tour at Diamond Aircraft, London	Diamond Aircraft
May 14, 2009	Supplier Development	Best Western S.I.
June 11, 2009	Award and Banquet - Keynote address by the new LQA winner	Best Western S.I.

Looking Ahead to April

Yes, airplanes are being built right here in London, Ontario. Next month you will get an opportunity to see how a high-tech company applies quality in a very critical product line. We'll be touring the Diamond Aircraft plant next month. The number of people must unfortunately be limited to 50. ASQ members will get first priority. Please register as early as possible for this tour.

ADVERTISING RATES

Category	Business to Business		Employer Job Ads		Others
	Members	Non	Members	Non	Inserts
Business Card	Free	\$15.00	Free	\$15.00	\$40.00
¼ Page	\$50.00	\$75.00	\$25.00	\$40.00	\$75.00
½ Page	\$65.00	\$95.00	\$40.00	\$65.00	\$95.00
Full Page	\$130.00	\$190.00	\$65.00	\$95.00	\$155.00
Brochure	\$155.00	\$190.00	\$130.00	\$190.00	\$190.00

We're on the Web!

www.asqlondon.on.ca