



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

London Section 403 News—March 2010

Message from the Chair

By Steven Britton

Blame the Operator!

When I first started working for an automotive Tier one supplier, the first rule I learned was never blame the operator when writing a corrective action. The Big Three, who back then were General Motors, Ford and Chrysler, would reject any corrective actions where the root cause and/or solution was the operator. Up to that point in time, a large percentage of solutions was to blame and warn the operator. Through automotive experience, I learned that operator error is only a symptom and not the root cause.

A lot of organizations have bench marked the Big

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Points to Ponder

"The artist is nothing without the gift, but the gift is nothing without work."

- Emile Zola (1840-1902)

"Give me a museum and I'll fill it."

- Pablo Picasso (1881-1973)

"The only way to get rid of a temptation is to yield to it."

- Oscar Wilde (1854-1900)

Three's tools and 8-D (Ford's) corrective action format, but listening to the news lately, blaming the operator was the cause. On February 12th, the opening day of the Vancouver Olympic Games, the Georgia luge athlete lost his life when he went airborne and hit the steel support beams going at a very fast speed. In order for the games to continue at this facility, it was announced that "athlete error" was the cause of death and not the design. This facility had the fastest speeds ever. For the luge races, they changed the starting points so the speed will be slower, but I saw no further protection at these steel beams.

The major news item on blaming the operator is the Toyota acceleration problem. For years, Toyota had known about the accelerator problem but had no solution except one. They found that the problem became more visible for people with new footwear. When you complained about this acceleration problem, service managers are required by Toyota Canada to ask if you have new footwear. If you answered yes, they did not investigate any further. Almost three years ago, I bought a Toyota vehicle built in Japan that has experienced an acceleration problem a few times, and so far I have no solution. Dealers put their hands up because they cannot find a computer diagnosis that something went wrong and I was asked several times about my footwear.

A couple of weeks ago, I fired off an e-mail to Toyota Canada and I am still waiting for a response. My vehicle is not on the recall list. I just noticed today in the news that the accelerator solution was not completely successful.

Steven Britton, Your Chair for 2009/2010

February Meeting Summary

Change Management with Jordan Clavette

“If organizations aren’t changing, they are not getting better.” Such is one way to express the importance of change and continuous improvement.

Jordan set up a simple (or perhaps not so simple) game to demonstrate how difficult change can be, and what it takes to succeed. Our members were divided into two groups, each standing on a 12’ x 12’ tarp. The task was to flip the tarp over without anyone stepping on the floor.

Initial process was slow, with each group trying to come up with a game plan. While one group started to flip the tarp early, the other group spent more time in the planning stage, which eventually paid off – they were the ones finishing first.

Teamwork was of the essence, as was having a clear plan that was communicated to everyone involved. A leader seemed to emerge in what seemed at times to be a rather chaotic event of activities. Time constraints (due to the competition between the two groups) added to pressure.

This is of course very similar to pretty much any change that we try to make in our work environment. You cannot make a change without getting others involved, including management. One example Jordan cited was from his days at Westcast. They had painted circles on the floor at various workstations to indicate that a manager should stand there and observe the process. Of course in real life the manager could stand anywhere or walk around, but the circle served as the reminder.

It is important to point out that the manager watches the process, not the worker.

One of the biggest barrier against change is the attitude that “We have always done it that way!”

Scheduling time by management to solve problems and make change is critical in getting anything done. There are even workshops that employees can attend where other companies in the same field (your competitors) share their success stories (consortiums, focus groups).

As we learned a couple of months ago, using visual reminders can help with focusing on the important steps in our changes. Use large print, signs, photos, value stream maps, along with standard visual symbols, even sticky notes.

In order for change to become a permanent way of doing things, it must become instinctual. It takes about 20 times of doing a specific task before it becomes part of our routine/habit. Initially, you need to force yourself to do things differently, but it gets easier with time. The important thing is to have reminders to ensure no lapses in your routines.

Surround yourself with a good support network. These might include others who support your change, people who remind you, or co-workers who are involved in your changes.

A twenty minute video of a successful turnaround by a fish business listed these four steps:

- 1) Play – make it fun
- 2) Make their Day – involve the customer and make them feel good about doing business with you.
- 3) Be There – Acknowledge people even if they are not customers (yet).
- 4) Choose your Attitude – Make the choice to be happy.

There are many roadblocks to change, mainly because it puts people outside their comfort zone. Some of these are:

- Lack of Engagement
- Multiple Visions
- Too many Problems that need solving
- Multiple Layers of an Organization

What is holding you back?



NEXT MEETING -

ASQ London Section 0403 presents....

Lean Innovation – Building the Capacity to Innovate

Date: Mar 11, 2010

6:30 PM - 9:00 PM

Lean Innovation is a business strategy that strives to provide exactly what customers and clients want, when they want it, with as little waste as possible. Using 'lean' six sigma and other quality methodologies, this workshop presentation provides participants with an understanding of the essential skills people must have to ensure desired business results. This workshop will include hands-on activities that demonstrate specific skills and tools that you can take and immediately apply in your business operations.

Your Facilitator, Erik Hager, President, Lean Productivity Systems Inc.

After receiving the highest level of guidance from lean (Toyota) gurus and sensei in Japan, Erik has developed a consulting philosophy that is copied but never reproduced. Erik is now recognized as a true "Lean Sensei" (One Who has Gone Before).

Erik learned and has been practicing the development of people throughout his career, always teaching and encouraging people and teams in a variety of approaches including SPC, Quality Circles, Industrial Engineering, TQM, TPS, Kaizen, Six Sigma, DMAIC, ISO, and Appreciative Inquiry. This Learning has been learned and improved with people through many different departments and a variety of Industries and Services, from Raw Materials to Consumer Goods, from Front Line Team Member to CEO, from Manufacturing to Warehousing and from Retail to Healthcare.

6:30 pm Networking
 7:00 pm ASQ Welcome address and opening remarks
 7:25 pm Presentation
 8:50 pm Closing Remarks
 9:00 pm Adjourn

RSVP to Christen Currie at: classical@rogers.com

Please join us!

Guests are welcome! Section Meetings are open to everyone.
 Meetings are free, except those where a meal is served.
 Beer is available for purchase in the Legion bar on first floor.

Additional Parking

More parking is available at the Plaza next door



Directions

Byron Canadian Legion, Springbank Branch #533
 1276 Commissioners Rd. W. London, Ontario N6A 1E1

Guests are Welcome!



LONDON QUALITY AWARD

2010

Congratulations to the following two companies, finalists for the London Quality Award.

Libro Financial Group

CT Innovation Inc.

The winner will be announced at the annual Chamber of Commerce Banquet, March 24, 2010

Please support our Sponsors



Yes, you can.

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
- 2009 Guest House on the Mount



Labatt

Many thanks to our major sponsors for their continued support!

Education News

by Irshad Syed Hussain

CQE Refresher Course

The CQE Refresher course will be presented on Wednesday evenings beginning March 31, 2010 and running for 10 weeks. The classes start at 7 pm and will go until 9:30 pm.

The purpose of this refresher course is to give an overview of the principles of quality engineering and basic statistical techniques used in industry and to prepare prospective CQE candidates for the ASQ certification exam on June 5, 2010. The course is geared to providing students with practical experience and problem solving abilities to pass the CQE exam; it is NOT geared to creating a huge library of expensive books.

Certification Note:

Registration and fees for this class does not include registration for any certification examination. If you are interested in taking the ASQ – CQE Certification Examination, please go to www.asq.org and click on Training and Certification.

The next certification exam is scheduled for June 5, 2010. The due date for application to take the June exam is April 16, 2010.

CQE Refresher Course Fee and Registration:

<u>Course Date:</u>	<i>Wednesdays, March 31, 2010 to June 02, 2010</i>
<u>Class Time:</u>	<i>7:00 pm to 9:30 pm</i>
<u>Course Location:</u>	<i>87 Ravine Ridge Cres. London, ON</i>
<u>Refresher Course Fee:</u>	<i>\$250.00 (paid at first class) Course is run on non-profit basis. Make refresher course check payable to: ASQ London & District Section 0403</i>
<u>Study Material Provided with Course</u>	<i>The CQE Primer from the Quality Council of Indiana will be given to each participant.</i>
<u>Instructor:</u>	<i>Joe DaSilva (ASQ Certified Quality Engineer (CQE) and has taught the CQE Refresher course several times)</i>
<u>Sign up by</u>	<i>e-mail at jadasilva2@mmm.com or call Joe DaSilva at (519) 451-2500 ext 2166</i>

For more information, or to register for any of the upcoming refresher courses, please contact Irshad @519 679-2148 or irshad.hussain@gmail.com.

The Toronto section of ASQ Canada is holding its Spring Seminar on Tuesday, 30th March 2010.

The website shown below provides complete details of this Seminar which offers incredible value. We have secured some of the best speakers in Canada and a great range of topics: ISO 9000, Personal Development, Healthcare, Home Care, Innovation and Creativity.

The website also contains the registration instructions.

www.asqtoronto.org/en/Spring_Seminar_2010_96.html

Just a couple of points - parking is included, however lunch is not, but there are plenty of local restaurants. As a bonus, every attendee will receive a copy of our keynote speaker's (Jim Clemmer) latest book!

Earn 1.0 RU for recertification



Notice of Nominations and Elections at March 11, 2010 London Section 0403 Meeting



London Section must have elections for the following 4 positions each year:

- | | |
|--------------------|---|
| Chair | Arranges for the meeting locations, opens all meetings, and calls and directs all executive meetings. |
| Chair Elect | Fills in when the Chair is absent and coordinates all Section Management Plan activities and reports the progress to the executive on a periodic basis. |
| Treasurer | Looks after all financial transactions, prepares the budget, gives periodical updates to the executive, and presents financial reports and updates to ASQ headquarters. |
| Secretary | Looks after all correspondence and minutes, and signs agreements with ASQ headquarters on behalf of the section. |

The slate of nominees will be presented at the March meeting and further nominations will be accepted that night provided that the nominee has agreed to the nomination. These positions are for the period from July 1, 2010 to June 30, 2011.

If you are interested in any of these elected positions please contact Joe DaSilva, our nomination chair, at jadasilva2@mmm.com.

Senior Consultant Posting



ATS is the industry leader in the design, development and support of turn-key automated manufacturing and test systems that deliver fast payback for our customers worldwide. Our comprehensive capabilities in automation, control software, and test and measurement are second to none in the industry. We've built more than 10,000 systems for some of the world's most demanding manufacturers of automotive, electrical, electronic, semi-conductor, medical, pharmaceutical, computer and consumer products. In performance, reliability and return on investment – we are an organization dedicated to building the world's best automated manufacturing systems.

Our ongoing growth and success is creating exciting career opportunities for quality-minded professionals.

Position Title: Senior Consultant
Department: Compliant Solutions
Reports To: General Manager, Compliant Solutions
Location: Cambridge, Ontario

MAJOR DUTIES:

Reporting to the General Manager, Compliant Solutions, the Senior Consultant will be responsible for coordinating, managing and reviewing the work of the Consultants involved in engineering design and consulting projects for ATS.

SPECIFIC RESPONSIBILITIES:

- Plan and monitor/control the project from the receipt of the order through completion at the customer's site and serve as the key customer contact for the balance of the design period.
- Ensure that adequate resources are assigned to the tasks.
- Ensure that all problems related to tasks are being addressed and tasks are progressing as effectively as possible.
- Assemble and collect all necessary technical information and customer requirements from the customer and sales and marketing, in order to prepare written work.
- Support ATS Sales, Marketing and Applications as required in all activities leading up to securing design/build contracts for equipment and automation systems (i.e. opportunities, relationships, expertise):
 - Sharing of learned information/sales leads.
 - Introductions and extending ATS exposure.
 - Technical review of documentation (URS, RFQ, FRS).
 - Customer site visits and operational reviews.
- Support ATS Systems as required in the specifying and designing of automated systems, with respect to:
 - Technical review of concepts, quotes and acceptance testing.
 - Input into pricing.
 - Help quote post-equipment supply customer support, involving:
 - Maintenance
 - Documentation
 - Validation (SAT, qualification, training, SOP's)
 - Service

- Develop and complete assigned projects and forecasts.
- Coordinate resources from within ATS, a network of ATS qualified independent consultants, educational institutions and third party suppliers.
- Undertake research to seek out, qualify and contract a network of independent consultants and “industry professionals” that may be called upon from time-to-time.
- Assist consultants, engineers and other technical staff in the design and development of products, systems, processes and equipment by analyzing technical problems and working closely to customer specifications.
- Involve third party vendors and suppliers in the budgeting process, where necessary.
- Travel to the customer’s site for and to assist in project or product development, working with engineering design specifications, objectives and standards.
- Build customer knowledge and relationships.
- Participate in the budgeting of and quoting consulting assignments.
- Responsible for satisfying the customer, in areas of:
 - Exceeding customer expectations for:
 - Services
 - Value
 - Professionalism
 - Industry expertise:
 - Best practices
 - New technologies
 - Changing regulations
- Responsible for adhering to ATS policies/procedures and ensuring others being contracted/supervised do as well.
- Ensure that all business activities are performed with the highest ethical standards and in compliance with the ATS Code of Business Conduct.
- Adhere to all health and safety rules and procedures.

Must Have Skills:

- A post secondary diploma or degree in pharmaceutical-focused engineering or life-sciences.
- Minimum ten years of experience in pharmaceutical operations, process/system development and integration of factory automation projects or equivalent.

If you are looking for a career in a fast-paced and leading edge company with opportunities for professional growth, visit our website for complete job details and apply online at:

www.jobsats.com.

Section 403 - Executive 2009-2010

CHAIR – Steven Britton
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MEMBER-AT-LARGE – Open

MARK YOUR CALENDAR

Monthly Meeting Agenda 2009 - 2010

Meeting	Topic	Venue
Sep 10, 2009	Lean in the Office	Byron Cdn. Legion
Oct 08, 2009	Shingo – Error Proofing	Byron Cdn. Legion
Nov 12, 2009	Food Safety	Byron Cdn. Legion
Dec 10, 2009	Visual Thinking	Byron Cdn. Legion
Jan 14, 2010	Life/Work Balancing & Stress Mgmt.	Byron Cdn. Legion
Feb. 11, 2010	Engaging People in Change	Byron Cdn. Legion
Mar. 11, 2010	Lean Innovation	Byron Cdn. Legion
Apr. 8, 2010	Tour of EnerWorks, Dorchester	EnerWorks
May 13, 2010	Quality in Wine Making	Byron Cdn. Legion
June 10, 2010	Award and Banquet - Keynote address by the new LQA winner	Byron Cdn. Legion

Looking Ahead to April

April is our month, again. This year we will visit EnerWorks in Dorchester. They are a leading North American solar thermal technology provider, formed in 1998. Registration is limited to the first 45 people. Please bring safety glasses, and NO photos, please.

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