



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

London Section 403 News—December 2010

Message from the Chair By Marnie Levergood



Season's Greetings ASQ Members,

It is hard to believe that the holiday season is approaching so quickly. December is a wonderful month in which we get to celebrate not only the many different holidays, but we are able to celebrate friends and family. The Executive committee would like to wish

each of you a very all the best this holiday season.

The December 10th meeting at the Best Western Stoneridge Inn is focused on "Quality in Interviewing & Networking." This will be an exciting evening that I am sure will interest each of us in one way or another. Maybe you are looking for a job? Or maybe you want to expand your network but need some pointers on how to meet new people? Interviewing well can be difficult for some of us and getting some tips may be just what we need. Networking can open the doors of knowledge as well as create new friends. We look forward to seeing you there.

I recently had to renew my Senior ASQ membership and was suprized at how many Groups, Divisions, Networks and Social Media Groups I could join. The field of Quality is definitely alive and growing!!!!!! A list of options is given on the next two pages.

I have found great benefit out of many of the groups that I have joined over the years and the contacts I have made. This year I have decided to join different groups available through my membership to see what I am missing!! Many Senior members in our Local ASQ Division have been part of many of the Groups, Divisions and Discussion groups; please ask other members for feedback if you are not sure what to sign up for. You are also free to change you selections at any time if you are not happy. I also love the Social networking applications that are available through ASQ; it keeps me in touch with

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Points to Ponder

"There are only two tragedies in life: one is not getting what one wants, and the other is getting it."

- Oscar Wilde (1854-1900)

"Research is what I'm doing when I don't know what I'm doing."

- Wernher Von Braun (1912-1977)

what's going on and new ideas people around the world may have within the Quality field. If you like social networking you should check this out. 😊

Regards,

Marnie Levergood

Again, I would like to send a Holiday Wish to you and your family from the Executive Committee. Please have a safe and happy holiday season. We look forward to seeing you at the December meeting.



Groups, Divisions, Networks and Social Media Groups

- **Audit**
Promotes broader application and use of quality auditing principles for effective business management purposes.
- **Automotive**
Members are from the automotive, heavy-truck, off-highway, agricultural, industrial, and construction equipment industries – including supporting suppliers.
- **Aviation, Space & Defense**
Members are from the manufacturing, service and government sectors of the aviation, defense and space industries.
- **Biomedical**
Members are from engineering, quality, and regulatory affairs affiliated with the design, manufacture and support of medical devices, FDA regulations and international standards.
- **Chemical and Process Industries**
Members work in industries such as pharmaceuticals, chemicals, glass, and petroleum. Technical interest groups serve members in specific industries.
- **Customer-Supplier**
This group explores, expands, and communicates the concepts and practices that lead to effective supplier performance and increased customer satisfaction.
- **Design and Construction**
Members include architects, engineers, designers, construction managers, contractors, safety engineers, facility managers and other professionals.
- **Education**
Educators, administrators, and business professionals promote the use of quality principles and technologies in education.
- **Electronics and Communications**
Members are quality and reliability professionals concerned with all types and levels of electrical, electronic, and communication products.
- **Energy and Environmental**
Members strive to address public concerns for satisfying energy needs while ensuring environmental health and welfare for future generations.
- **Food, Drug, and Cosmetic**
Members are in quality control and assurance, regulatory and compliance, engineering, manufacturing, marketing and sales for food, pharmaceuticals, and cosmetics.
- **Government**
Members work in local, state, and federal government agencies, and advocate the use of quality principles and tools to transform the public sector.
- **Healthcare**
This group advances the knowledge of healthcare quality, and includes doctors, nurses, medical technologists, hospital administrators, hospital staff, auditors, and engineers.

- **Human Development and Leadership**
Provides the skills, knowledge, tools, and information needed to excel as individuals, leaders, teachers, trainers, coaches and mentors.
- **Inspection**
Members include those responsible for establishing and developing inspection and test methodologies, and the quality professionals who perform inspections and tests.
- **Lean Enterprise**
Promotes lean principles and practices, including cost reduction, cycle time reduction, waste minimization and value-adding strategies.
- **Measurement Quality**
Members apply the principles of quality and statistics to measurement-related issues.
- **Product Safety & Liability Prevention**
Promotes and understanding of product liability prevention and how to incorporate it into quality systems and efforts.
- **Quality Management**
Members represent all levels of management including executives, managers, team and project leaders, supervisors and quality professionals aspiring to those positions.
- **Reliability**
Provides a forum for networking among members on reliability engineering, management and related topics.
- **Service Quality**
Provides the knowledge to deploy and integrate quality systems, principles, and techniques in service-oriented functions.
- **Six Sigma**
Offers informal and practical opportunities for Six Sigma professionals at any experience level to share knowledge and solutions.
- **Software**
Members include software quality professionals, software engineers and others interested in applying quality principles to software development.
- **Statistics**
Members include quality managers, engineers, statisticians, and educators who apply, research, develop, and promote statistical methods.
- **Team and Workplace Excellence**
Provides learning and recognition opportunities to help people, teams, and organizations achieve performance excellence.

Networks

Networks provide you with a way to establish a bond of common experience and challenges around a specific area of interest.

Social Media

Keep up with ASQ. We're active on Twitter, Facebook, and LinkedIn.

Blogs

Find out what ASQ's bloggers are saying about such topics as healthcare, education, financial services, and Six Sigma.

Discussion Boards

Get in on the conversation. Discussion board topics include Ask a Quality Professional, and certification. ASQ members have access to more topics.

November Meeting Summary

With Mike Schmalz

by Keith Harasyn, Chair Elect

Quality Assurance in the Video Game Industry

At the ASQ-London meeting on November 11, Mike Schmalz, President of Digital Extremes, Ryan Marr, QA Department Lead, and Paul Oribine, Quality Assurance Team Lead, described the successes and challenges of delivering high quality, error free games on-time to a demanding publisher while utilizing their leading-edge automated error detection system called Evolution.

A Little Background on Digital Extremes

Digital Extremes started in 1993 and combined with Epic Games of Raligh, NC, to release their first popular hit, Epic Pinball. By 1998, Digital Extremes had developed a three dimensional coordinate system that allowed gamers to “walk around” obstacles in real time—a revolutionary development when compared to rival 2-D systems. The Unreal Tournament released in 1999 allowed players to play head-to-head. By this time the first person shooter games had defined the genre. Dark Sector (2008) and Bioshock (2009) followed, each game a colossal endeavor for Digital Extremes, taking up to 90 in-house people 2 to 3 years to develop. Currently in development is a game called HomeFront scheduled for release in 2011.

Digital Extremes specializes in stylized, crazy, over-the-top violent fantasy shooter games. Mike Schmalz explained that this focus is a result carefully matching their target market customer's desires. The shooter genre accounts for about 1/3 of the video game market, with the remaining market taken up by sports (1/3) and racing/role playing (1/3). The primary target market demographic is male 18-40, who purchase an average of one Xbox360 or Playstation3 game per month. This is in contrast to Nintendo Wii owners who purchase 3-4 games per year; hence the decision by Digital

Extremes not to port any of their games to the Wii system.

The Video Game Development Cycle

A video game begins with a concept. Usually 2 to 10 employees will develop a storyline over a 1 to 4 month period. They will answer the question, “what will the game be about?”

The next stage is called Preproduction and lasts for 6 to 8 months. Here 20 to 25 designers, programmers and artists work to develop the game concept with the goal of creating one polished level; a type of vertical slice of the eventual game.

The final stage is called Full production, which lasts 18 months and involves 80+ staff. In this stage, 10 to 15 discrete game levels are fully developed. The development team has defined roles consisting of Producers, Programmers, Designers, Artists, and Animators; a diverse team with differing skill sets and diverging priorities.

Organizational Structure

There are two distinct halves to a successful video game company; a production side and an innovation side. On the production side all tasks are divided out and carefully tracked using project management techniques. Digital Extremes uses the Project Management Institute (PMI) body of knowledge to identify the critical path for optimal resource use. This ensures that projects are completed on-time to avoid penalties for late delivery.

In contrast to the production task approach, the Innovation side of the company uses an agile or “scrum” approach to problem solving. This method uses informal meetings that are quick, flexible, and allow innovative change to take place. In the meetings, questions such as, “what are you working on?” and “what's holding you back?” are answered. A key synergy is realized when the production side can effectively interface with the innovative side. The result is a successful game launch, that exceeds the target market expectations and is released on-time with no bugs.

Game Economics

Mike Schmalz explained that the original PS3 was released by Sony as a loss leader; it cost \$720 to manufacture and sold for only \$599. This is

because Sony (or Microsoft) can make their investment back through game licensing for each game sold. A typical \$60 game new release breaks down as follows:

- \$10 retailer
- \$10 licensing fee (publisher pays to Sony or Microsoft)
- \$25 publisher (cost include marketing)
- \$5 cost of goods sold (production of disc and case)
- \$10 game developer (royalty fee)

Quality Control

As the gaming market matures, quality has taken on a higher priority; game play must exceed customer expectations for a game launch to be successful. In the video game world quality is a balance between flexibility, innovation, efficiency and collaboration; elements that require a human input where errors are made. This puts a lot of responsibility on product Testers who begin to play the game at the preproduction stage, two years before the launch. This type of testing is not as glamorous as one would imagine getting paid to play video games; instead it requires a specific skill set and can be demanding and tiresome.

The quality requirements of a game are both technical and aesthetic in nature. The technical side consists of TCR or Technical Control Requirements. These requirements are console driven and since 1993 have improved console sales due to the improved robustness that the TCR allows. To pass TCR, the game must pass each requirement; some seemingly innocuous, such as the requirement that each loading screen must have something moving on it, and others with a defined limitation, such as a maximum 15 second page loading, to keep the game pace moving along. Once all TCRs are passed and verified by the console manufacturer, the game can be on the shelf in about three weeks.

The non-technical side of quality control is much more difficult to measure and control. It relates to the game mechanics and whether the game contains “show stoppers”. A successful game will have a good balance of puzzles that are interesting and challenging but not too hard, a good game pace (not too fast or too slow), an appropriate

currency/weapon system that is balanced and fair, compelling characters and a story that people care about. Here the skill of the tester is paramount. The question that must be answered is, “does the game feel right?”.

Evolution Game Engine

The evolution game engine has allowed Digital Extremes to become a leader in bug detection turnaround time by automating the detection process. When it was originally designed, great care was taken to incorporate only clean code into the Evolution engine. This philosophy allowed traditional bug detection tools to become automated, which in-turn enables rapid iterations and developer freedom. This was most evident during late changes to the Dark Sector game mechanics, which the Evolution game engine was able to handle.

The Evolution engine is able to catch thousands of specific glitches because it repeats all of the steps to discover the bug once the initial bug is programmed for detection. This process is repeated as each type of bug is discovered, which ensures that it will be detected if the bug ever happens again. Logistically, the bug detection happens at night after a day of game play has been coded into the game. The crash handler is automated to detect all known bugs, and post the results into a database. The notice is automatically e-mailed to the person responsible for the erroneous code and to their manager.

In comparison to other game companies, the Evolution game engine has enabled Digital Extremes to operate leaner and more responsively. For instance, a typical game firm will use about 400 people to develop a game while Digital Extremes will employ 80 to 90; also a typical bug kill rate is 1 to 2 per hour while Digital Extreme's bug kill rate is 10 per hour.

The Future of Digital Extremes

Digital Extremes is well positioned to capitalize on the emerging video game market; an industry that produced \$10.5 billion in revenue in 2009 and grew at a rate of 10% per year form 2005 to 2009. With the Evolution technology enabling Digital Extremes to function as a lean and efficient company with a substantial creative and innovative side, the future is indeed extreme.

HELP WANTED – QUALITY ENGINEER



Ramsden Industries Ltd is a privately owned Canadian company comprised of two divisions specializing in aluminum castings and mould making.

Ramsden Manufacturing, located in London, Ontario, is one of Canada's leading aluminum permanent mould and low-pressure die-casting companies with sixty-one years experience in the industry.

Ramsden Manufacturing has an immediate opening for a **Quality Engineer**.

Position: Quality Engineer

Reports to: Engineering Manager

Summary: Responsible for helping develop and continually improve the business Quality Management System through identification of systemic issues, effective root cause analysis, and sustainable corrective actions. The successful candidate will be a highly analytic professional with strong root-cause problem solving skills.

Duties & Responsibilities :

- Improve process/product performance through the development and implementation of quality control procedures and processes. Liaison with customers and suppliers on quality issues.
- Identify improvement opportunities and monitor and react to customers' satisfaction indicators.
- Analyze internal and external quality issues.
- Assist with ISO work instructions and forms.
- Initiate corrective actions. Manage and maintain CAR system.
- Develop and conduct Advanced Quality Planning using tools such as Process flow charting , Process Failure and Effects Analysis, Control Plans, and Work Instructions.
- PPAP requirements as needed.
- Analyze various forms of quality data to generate conclusions and recommendations for the operating organization, driving constant improvements in product quality.
- Foster an atmosphere of continuous improvement.
- Lead/facilitate 8D investigations to be able to determine root causes.
- Manage the process for identification and reporting of non-conformances, and develop/implement corrective actions.
- Evaluate and assist in the development of improved techniques for the control of Quality and Production and Safety.
- Lead and/or participate in continuous improvement initiatives.

Qualifications:**Education :**

- Engineering Degree/Diploma
- Certification as a Quality Engineer (CQE,CQSE) preferred or agreed on
- Professional Development Plan to achieve certification (ASQ).
- Future commitment to achieve CMQ/OE certification (ASQ)

Related Experience:

- 3+ years in a similar role preferably in an automotive environment
- Excellent knowledge of quality systems (ISO and TS)
- Knowledge of Geometric Dimensioning and Tolerancing
- Prior experience with Advanced Product Quality Planning, Production Part
- Approval, Process submissions, Flow Diagrams, FMEAs.
- Familiar with Six Sigma, Lean manufacturing, SPC
- Demonstrated ability to conduct root cause analysis using various problem solving techniques including Drill Deep, 8D, Fish Bone, etc.
- Customer focused with strong leadership and interpersonal skills
- Excellent organizational and communication skills (both written and verbal).
- Strong problem solving skills
- Strong computer skills - Microsoft Word, Excel, PowerPoint, Email, Internet

Please forward resumes to ramsdn@ramsdn.on.ca or FAX 519 451 0780

We thank all applicants for their interest in this position, however only those applicants that are selected for an interview will be contacted.



NEXT MEETING -

ASQ London Section 0403 presents....

Quality in Interviewing & Networking

Date: December 9, 2010
6:30 PM – 9:00 PM

Location: Best Western Stoneridge Inn & Conference Centre

Refer to map for address & directions

Guest Speaker: Bill Montgomery

Bill recently retired after a career in human resources from Armatec where he specialized in interviewing and training. Bill was instrumental in the HR role during a rapid hiring increase of about 200 employees. During his career in HR he worked for hospitals and healthcare companies and later as a consultant.

6:30pm Networking
7:00pm ASQ Welcome address and opening remarks
7:10pm Presentation
8:50pm Closing Remarks
9:00pm Adjourn

RSVP to: lorraine.dasilva@sympatico.ca



Please join us!

Guests are welcome! Section Meetings are open to everyone.
Meetings are free, except those where a meal is served.

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

2011 London Quality Award Call for Nominations

I would like to take this opportunity to invite you to nominate a company (your own company, or a supplier or customer in Middlesex County), for the 2011 London Quality Award (LQA).

This is the eleventh year that the LQA will be presented as part of the London Chamber of Commerce Business Achievement Awards (BAA) program. The 2010 BAA banquet attracted over 1,200 business people from the London area to recognize the achievement of the LQA recipient, Libro Financial Group, along with the winners of the other BAA categories.

Previous LQA participants have identified numerous benefits that they received in going for the LQA. Here is a sampling:

“The LQA process is extremely thorough, structured, and professional. It is extraordinary in its verbal and written feedback. For us, it has been an invaluable framework to move our quality system forward. We benefited from the positive media communication

Mark Amos, Plant Manager, Sterling Marking Products Inc

“Tremendous value for a couple of week’s work”

Glen White, Sparton Electronics

“A truly great way to recognize the efforts of all of our associates”

Ted Frayne, Wecast Industries

“The LQA is the most thorough and most rewarding award competition we have been involved in”
- Cameron Fink, Sterling Marking Products

The London Quality Award is our London Chapter’s most extensive investment ever made in terms of dollars and manpower to achieve our mission “To promote and apply quality principles in London and region”. This is your opportunity to nominate a company you care about for the 2011 LQA so that it can discover its own LQA benefits.

Don Whitred
Chair, London Quality Award
519-667-1720

dwhitred@pqa.net

London Quality Award

Please support our Sponsors

Martin Facility Services



- 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
 - 2010 Libro Financial Group



Many thanks to our major sponsors for their continued support!

Education News

by Irshad Syed Hussain

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

ASQ London Section 0403 Welcomes New Members!

Congratulations on joining the American Society for Quality and the London section 0403.

Judy Aggerholm
Niki James
Chantal J. Mcqueen
Angelica Melo Rodriguez
Paola Molina
Larisa Vanditch

Please don't hesitate to contact us at asq403@odyssey.ca with any questions or input you may have about our local activities. You may also view upcoming events online, at www.asqlondon.on.ca/

Taking part in London Section activities is the best way to gain the most from your investment in ASQ membership. You will have the opportunity to learn more about your profession through the sharing of information and ideas. You will also gain new contacts and lasting friendships with other people in the quality field. The ASQ meetings are free for all our members. Notifications are sent out via e-mail a week before the event.

We welcome your participation and look forward to meeting you!

Sincerely,

Joe DaSilva, Membership Committee Chair

A Word from Our LQA Sponsors



Lean Productivity Systems

LPS Inc helps organizations become more effective in what they do. Following a model of Japanese leadership success; the most prominent story being Toyota; we work to instill a "Continuous Improvement" culture within client organizations and the community around us.



Headquartered in London, Ontario Canada, Carroll Hospital Group services acute care markets in Canada, the United States, and the United Kingdom. The company is focused heavily in Research & Development, and is dedicated to developing innovative hospital beds that promote patient safety.



For 157 years the two words "Labatt" and "Quality" have been synonymous. Over the years, Labatt has competed successfully for Gold in several International Brewing Competitions. It was a logical decision for Labatt to be a major sponsor of the London Quality Award. Labatt understands what it takes to be a Quality organization, producing quality products, and recognizes that those who choose to be nominated for this prestigious award are true believers in the continuous improvement process. All entrants are winners just by going through the assessment. We encourage all local companies big and small to submit their nomination for the London Quality Award.

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

Section 403 - Executive 2010-2011

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MARK YOUR CALENDAR

Monthly Meeting Agenda 2010 - 2011		
Meeting	Topic	Venue
Sep 09, 2009	QMS Audits as Enablers for C.I.	Best Western
Oct 14, 2009	Financial Investments	Best Western
Nov 11, 2009	Software Quality Assurance	Best Western
Dec 09, 2009	Quality in HR	Best Western
Jan 13, 2010	How to Succeed.	Best Western
Feb. 10, 2010	Measuring Training Effectiveness	Best Western
Mar. 10, 2010	Lean Innovation	Best Western
Apr. 14, 2010	Medical & Environmental Patents	TBA
May 12, 2010	Lean in the Service Industry	Best Western
June 09, 2010	Award and Banquet - Keynote address by the new LQA winner	Best Western

Looking Ahead to January

To get us through the cold month of January, we will have a hot topic on How to Succeed – Advice from CEOs. A very timely topic indeed! With fewer good-paying jobs out there, it becomes vital that we learn how to put our best foot forward. Come on out, meet your fellow ASQ members, and learn something great.



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