



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

## London Section 403 News—February 2012



### Message from the Chair

## Investing in Quality

by Keith Harasyn, ASQ-London Chair

The month of February marks the beginning of RRSP season: the saving and tax deferral system

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### *Points to Ponder*

"I have nothing to declare except my genius."  
- Oscar Wilde (1854-1900) upon arriving at U.S. customs 1882

"Talent does what it can; genius does what it must."  
- Edward George Bulwer-Lytton (1803-1873)

"Against stupidity, the gods themselves contend in vain."  
- Friedrich von Schiller (1759-1805)

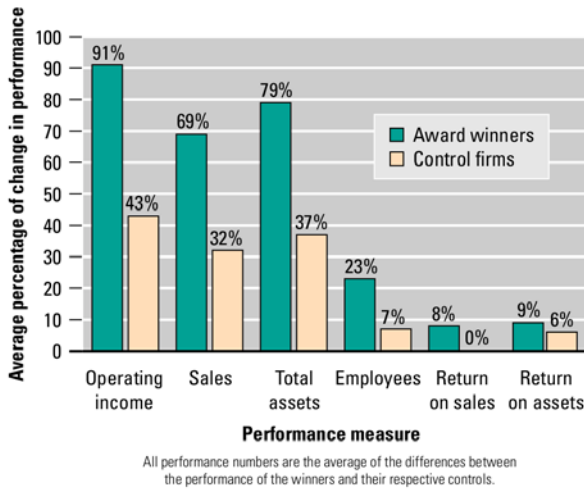
utilized by millions of Canadians. It is a time when many of us evaluate past investments, and look to differentiate our future investments in some manner. We want to pick the winners and avoid investing in mutual funds that perform poorly. When talking to our financial adviser, we may be presented with a vast array of investment options tailored to age, financial status, future plans and risk tolerance. A self-directed investor faces even more choices, which can seem overwhelming at times.

Is there a reliable strategy to use when evaluating stocks and mutual funds? Perhaps the answer lies in what we know as Quality Professionals: companies that use quality methods, such as six sigma and TQM, and are recognized through quality awards and tend to outperform other companies. In 1999, the ASQ Quality Progress magazine published an article called Don't Count TQM Out, by Kevin B. Hendricks and Vinod R. Singhal. They examined companies that received quality awards (such as the type of award suppliers receive from their customers and independent awards such as the Baldrige award) and compared key performance statistics to a control group of companies.

The authors found that award winning companies had better growth in income, sales, total assets, employees, return on sales, and return on assets. Similar studies have shown specific results for Baldrige award winners when compared to the S&P 500 companies (refer to QP. April 1999).

In 1998, Robinson Capital Management, based in San Francisco, California, created a fund called the Q100 Index.

The fund invested exclusively in companies practicing the Total Quality Management (TQM) System.



award similar to the Baldrige award, called the National Quality Institute Order of Excellence. Companies are evaluated in seven categories and the winner is awarded the Order of Excellence by the Governor-General at a annual gala in Ottawa. This is the same criteria that the ASQ London section uses to select the winner of the London Quality Award.

1. Leadership
2. Planning
3. Customer Focus
4. People Focus
5. Process Management
6. Supplier/Partner Focus
7. Business Performance

Using this investment strategy, the Q100 index outperformed the S&P 500 index by a margin of 26.97 % to 17.59% for the period from 1998-09-30 to 2001-12-31.

What does this mean for Canada in 2012? This is hard to know. Unfortunately, the studies, awards and funds are US based and there haven't been any follow-up studies since 2002. Also, a mutual fund that focuses exclusively on quality manufacturing is not offered in Canada.

However if one is willing to do a little research, Canadian companies that have a quality focus can be found. In addition, Canada has a national

Using this criteria, it is easy to see that the leading companies would also be successful in the business arena. Obviously, the best advice is to do your research and ask your financial adviser whether any of the funds you hold have award winning quality focused companies in their portfolios. This information can also be gleaned from the fund's prospectus. Investing in quality should give you a competitive advantage in the long run.

Have you checked whether your mutual fund holds any of the following past award winners?

### Past NQI Quality Award Winners (Canada)

Hill & Knowlton Canada	Quality	Order of Excellence	2011
GE Aviation, Bromont	Quality	Trophy	2011
Cargill Value Added Meats - Canada	Quality	Trophy	2011
Information Services Corporation of Saskatchewan	Excellence, Innovation and Wellness	Silver	2011
Ceridian Canada	Wellness, Innovation and Excellence	Silver	2011
Baxter Corporation	Wellness, Innovation and Excellence	Silver	2011
Bridgestone Canada Inc. - Joliette Plant	Quality	Silver	2011
Mullen Trucking LP	Quality	Order of Excellence	2010
Diversicare Canada Management Services Co., Inc.	Quality	Order of Excellence	2009
Region of Peel	Quality	Order of Excellence	2009
American Express	Quality & Healthy Workplace	Order of Excellence	2008
Delta Hotels	Quality	Order of Excellence	2007

## January Meeting Summary

### Lean Case Studies with Ken Barclay



A fresh approach to Lean, keeping it simple and non-theoretical, was presented at the January meeting by Ken Barclay. With a career spanning over 20 years, Ken had a treasure trove of experience with

various quality systems. He is certified as a Lean Leader and Quality Management Systems Lead Auditor. Presently as a consultant for Lean Implementation, Ken was able to convey in very practical terms the steps necessary to implement Lean, as well as the major pitfalls why companies don't succeed.

The seminar was divided into three sections; Lean Manufacturing, Lean Leadership, and Lean Implementation.

Lean Manufacturing is a long-term philosophy and strategy for structuring an organization. It provides a tactical plan for the day-to-day business processes. The benefits of Lean are there for the taking. Lean ALWAYS includes lower costs, higher profits, and satisfied customers and shareholders. Lean never fails if you do it. However, saying Lean is NOT doing Lean.

Lean is all about reducing waste, as we have learned before. For this particular seminar, Ken wanted to focus mainly on Quality – fixing defects (error proofing). Lean is not just 5S, although that is a good starting point.

Operational management involves everybody, and includes production output management, setup and downtime management, shift and change-over

management, and a robust Quality system to support these.

Major losses to a company are such as unexpected breakdowns, minor stoppages, setups and adjustments, rework, actual speed not the same as theoretical speed, and start-up speeds that are slower than normal production speeds.

Lost production due to defects must be made unacceptable. A drive to zero defects is important to the success of Lean, made possible through continuous improvement. For success, the question “what behaviours in all affected departments are needed to achieve improvement?” must be asked. Without habitual behaviours, process will not change, and will quickly fall back to the old habits. In order to know if you are on track for improvement or not, you must make accurate and timely measurements, and this data must be easily understood by those who use the processes.

Lean Leadership is key to success in Lean.

Direction must come from the top; Lean cannot permeate an organization coming from the shop floor. Seven out of ten companies fail in their Lean initiatives because of poor, waning, or no leadership. Ken's definition of leadership was “direct and inspire with a new level of performance and workmanship”. In comparison, management is defined as “control and monitor the organization to maintain the current structure and maximize performance in its current state”. While management is important, there needs to be more leadership. However, both must exist together.

Lean Leaders:

- Do what's right for the organization, even when attacked, unpopular, or difficult
- Embrace mistakes, coach, and teach
- Encourage reflective backtalk and dissent
- Get all stakeholders involved and create partnerships
- Architect change and processes
- Demand constant, short-term changes
- Take the long term view for cultural and system changes

- Model the change daily and insist that others do, too

Quote: “Make the pain of going forward less than the pain of staying the same or going backwards”

Lean Implementation is a journey, not an event. It is usually difficult and long, and a strong will is needed to see it to its completion.

To begin with, it is important to get an accurate picture of the “As Is” state, with help from those in the know – typically the workers on the shop floor. Next, design a “To Be” plan, again with help from those who will eventually have to follow the process. Take into account profit, safety, ease of use, the customer, etc. Finally, it is time to create the “To Be” state, which is a long and arduous trek. Many poor leaders will give up when the going gets tough – it’s a matter of willpower and persistence to see it through.

Introduce any change within a company, and workers will instinctively think that their job is on the line. After all, if things are more efficient, they may not be needed. Minimizing anxiety should be high priority for introducing any changes. Focus on high-priority areas, then develop a roadmap for implementation.

Key activities you need to address include identifying and prioritizing major streams and activities, generating ideas for each major activity, and selecting the best alternative using benefits and concern analysis. Determining which areas need improvement should not be done through employee suggestions. The manager, through regularly talking with his workers and being on the shop floor, should know the issues, and thus

will be in a good position to determine the most important activities that need improving.

Success Factors:

- Leadership, before, during and after
- Commitment of necessary resources
- Detailed plan
- Talk to all concerned several weeks before implementation
- Relentless coaching
- OVER communication
- Measurement – tracking of results
- Practice and Rehearsals

Communication is crucial. But don’t use emails. They are too easily misinterpreted. Face to face communication is more effective.

To recap, the four basic steps to implementation are:

- Develop “To Be” model
- Quantify costs and benefits
- Validate “To Be” model
- Implementation





## NEXT MEETING

ASQ London Section 0403 presents....

### Memory Loss and Facilitation with Aging

**Date: February 16, 2012 NOTE CHANGE IN DATE!!!!!!**

**7:00 PM – 9:00 PM**

**Location: Best Western Stoneridge**

**Guest Speaker:** Dr. David Rynard

Dr. David Rynard holds a doctorate (Ph.D.) in Clinical Psychology from the University of Ottawa, where his research focused on cognitive and social difficulties in children with Attention Deficit Hyperactivity Disorder. He also has a master of Applied Science (M.A.Sc) degree in Educational Psychology from the University of Waterloo where his research investigated the treatment of developmental reading disorders. Registered as a psychologist in the province of Ontario since 1992, Dr. Rynard works with children and adults in Southwestern Ontario with learning, social and attention difficulties providing both assessment and counseling services for these difficulties. In addition, he is an Adjunct Professor in the Department of Psychology at the University of Western Ontario and consultant to the Regional Assessment and Resource Centre at Queen's University in Kingston. He is also the past consulting psychologist to the Millennium Project at Fanshawe College, part of the Learning Opportunities Task Force, a multidisciplinary enhanced service for post-secondary students with learning disabilities in Ontario. Dr. Rynard is a pioneer in utilizing working memory training as an evidence based treatment for problems with short-term memory and children and adults in the London area, and is a much sought after clinician and speaker with respect to human cognition and memory.

As we age, we are all concerned about the slow deterioration in both our physical and cognitive health. Everyday we hear about the importance of a good diet, exercise, a good night sleep, etc as important life style habits that facilitate physical and mental health. Memory - a key component of cognitive function, performance and cognition - also deteriorates as we age, and can be experienced as word finding difficulties, slowed cognition and attention problems. Recent research by cognitive psychologists has demonstrated that memory, like muscular strength, is a skill and can be developed and enhanced. It appears that the old adage, "if you don't use it, you lose it" holds very true for memory and other cognitive abilities. Dr. Rynard will speak to and answer questions from our group about memory: how it works, how it is a key component to our focus and attentional capacities, what factors we know that can add to its deterioration, and what kinds of things we can do to exercise and enhance our memory to facilitate information processing.

7:00 pm ASQ Welcome address and opening remarks

7:10 pm Presentation

9:00 pm Adjourn

RSVP to: [J DaSilva](#)

Best Western Stoneridge  
6675 Burtwistle Lane  
London, Ontario, Canada  
N6L 1H5



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!***

## *ASQ Canada Quality Summit Announcement*

Dear ASQ-Canada Section Chairs, Members, and Friends,

On behalf of ASQ-Saskatchewan and ASQ-Mining Special Interest Group (SIG), I am pleased to invite you to join us to an international Mining Gala Event to be held in Saskatoon on June 7-9, 2012. Some of the leading Quality Gurus and Industry Experts are taking part in this three days event.

“ASQ Canadian Quality Summit and Mining Gala 2012”  
June 7-9, 2012 Saskatoon. Saskatchewan. Canada

An audience of about 150-200 Senior managers, Academicians, Quality experts, and Mining/Manufacturing professionals from a variety of industries in North America are expected to participate in this event. We believe that there are excellent synergies between ASQ's mandate and its activities and those of various enterprise and organizations in North America. Of course, the event will include platform presentation with some “words of wisdom” from well known leaders related to business quality improvement and enterprise excellence.

The Summit and Gala will include inauguration of our Mining Quality initiative, networking opportunities, plenary sessions, and brief presentations by other Honorable ASQ Chairs and guests. If you are interested in presenting a report or a paper on Saturday June 9th program, please provide us with your latest photograph and a short biographical note by March 28, 2012.

Thank you for considering our request. I look forward to hearing from you.

Sincerely yours,

Rajeev Chadha, P.Eng., M.Tech, MBA,  
Chair ASQ Saskatchewan  
Mosaic Potash ULC Canada

# London Quality Award 2012

2011 LQA Recipient  
CT Innovations Inc.

*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
  - 2011 CT Innovations



*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](mailto:irshad.hussain@gmail.com).

### 2012-2013 Call for Nominations

March is election month. If you would like to have more say in how your ASQ section 403, London, is run, consider one of the positions on the executive. Three positions are open for nominations and voting. The remaining positions are appointed by the Chair. The last page of this newsletter lists all present positions on the executive.

The three positions open for nomination are the **Chair Elect**, who is typically expected to become the Chair in the following year, the **Secretary**, and the **Treasurer**. The Treasurer is only allowed to hold that position for two years maximum. So there is always a need for more volunteers in that position. Elections are held every year, so each term is considered to be for one year (July to June). Here are the descriptions of each of the elected positions.

#### **Chair Elect**

Performs duties as directed by the Chair in support of the organization's mission and goals. This position succeeds the position of Chair following the completion of the first term.

#### **Secretary**

Documents business proceedings and maintains records. Serves as the official correspondent.

#### **Treasurer**

Oversees funds and maintains accurate financial records. Reports on financial condition at various times as directed by the bylaws, policies, and procedures of ASQ.

For more information, contact Marnie Levergood, Nominating Committee Chair, at [mlevergood@yahoo.com](mailto:mlevergood@yahoo.com), or Keith Harasyn, Chair, at [kharasyn@distributed.net](mailto:kharasyn@distributed.net).

*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.



CT Innovation is a London, Ontario based manufacturing business providing high volume tubular steel components and welded assemblies to the global automotive market. Founded in 2001, CT Innovation has rapidly grown and firmly established itself as a valued supplier offering a unique portfolio of both traditional and advanced tube forming services. We start each day with the goal of exceeding our customers' expectations and delivering our commitment for 100% on-time, defect free product. Our culture is anchored on the belief that the quality of our work will determine our future.

**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 2011-2012

**CHAIR** – Keith Harasyn  
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**PAST CHAIR** – Marnie Levergood  
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**Chair Elect/SMP** – Prashanth Vankayalpati  
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**HISTORIAN** – Keith Harasyn  
[kharasyn@invacare.com](mailto:kharasyn@invacare.com)

# MARK YOUR CALENDAR

Monthly Meeting Agenda 2011 - 2012		
Meeting	Topic	Venue
Sep 08, 2011	Continuing Education/Interviews.	Best Western
Oct 13, 2011	Medical Practices	Best Western
Nov 10, 2011	Reliability through DoE	Best Western
Dec 08, 2011	Emotional Intelligence	Best Western
Jan 12, 2012	Lean Case Histories	Best Western
Feb. 16, 2012	Memory Tools	Best Western
Mar. 08, 2012	Building Standards	Best Western
Apr. 12, 2012	Tour - TBA	TBA
May 10, 2012	Bench Marking/Best Practices	Best Western
June 14, 2012	Award and Banquet - Keynote address by LQA Recipient	Best Western

## Looking Ahead to March

We all take them for granted – building standards that is. We simply expect buildings to not just stand up, we also expect them to use safe materials, safe design, and to give us all the creature comforts we have gotten used to. Get up-to-date with the latest building standards and how they are continuously evolving.



**PHOTOGRAPHY CHAIR** – Jill Manvell  
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