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Message from the Chair

Welcome Dear Members,

I hope everyone's year is off to a good start. We have exciting news for you! The ASQ Edmonton Member Leaders Team have been working very hard on the background over the last months and we are pleased to announce that ASQ have partnership with NAIT. Starting 2023, it will provide online and in person Lean Six Sigma training based on ASQ curriculum. See more details on the "new" section below.

Moreover, we will be launching two important programs that will be beneficial for our members, if you would like to participate please email me at cbarrios@memberleader.asq.org or contact us at www.asqedmonton.org

1. The Mentorship Program – connecting Senior with Junior Quality professionals
2. The Student Branch Program - connecting Senior with Student Quality professionals

Furthermore, starting Spring we will be offering in person events again additionally to the online events being offered. We have exciting upcoming events in Edmonton as follow, for more details please visit our website:

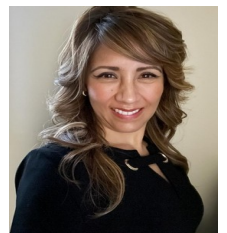
1. ASQ – NAIT joint event at the end of April (in person / online)
2. ASQ Edmonton and Calgary joint event in April 26 (in person-Calgary /online-Edmonton). Topic: Lessons Learned and Tips to obtain ASQ Certifications
3. An ASQ Dinner/ Networking Event in June (in person), and
4. 2023 ASQ World Quality Conference debrief in September (online)
5. Annual General Meeting & Christmas Networking in early December (in person)

We would like to take this opportunity to thank everyone for all their efforts to help improve the effectiveness and efficiency at their respective workplaces and being Quality advocates. Please feel free to provide feedback on this issue, as well any ideas for enhancing our ASQ Edmonton Section programs.

In this newsletter issue we have a wonderful article about Management of Change, information about study groups, how to update your Certification Journal, how to connect with more ASQ Divisions, and upcoming events. Finally, I just want to remind you that you can access your monthly member ASQ gift login into your member account on [www.asq.org /my account/member gift](http://www.asq.org/my account/member gift). Please join us as volunteers and at our virtual and in person events. We look forward to connecting with all of you. Enjoy this newsletter!

Cecilia Barrios, BSc, LSSBB, ISO Auditor

ASQ Edmonton Section Chair 2023 / Past Chair 2022



Stay in touch with us!

-  my.asq.org
-  asqedmonton.org
-  [linkedin.com/company/asq-canada-and-greenland/](https://www.linkedin.com/company/asq-canada-and-greenland/)

Learning Lean Six Sigma with NAIT and ASQ

The Northern Alberta Institute of Technology (NAIT) and the American Society for Quality (ASQ) have teamed up to offer an exciting opportunity for individuals looking to expand their skillset and improve their career prospects: Lean Six Sigma training. NAIT is the first post-secondary school to partner with ASQ to help deliver this training.

What is Lean Six Sigma?

If you're unfamiliar with the concept, Lean Six Sigma is a methodology that streamlines processes, reduces waste, and improves efficiency in a variety of industries. It combines two powerful techniques: Lean, which focuses on eliminating waste and improving process flow, and Six Sigma, which uses statistical analysis to identify and eliminate defects.

The methodology provides a structured approach to problem-solving, using data and analysis to identify the root cause of issues and develop solutions that are both effective and sustainable.

There are several benefits of learning Lean Six Sigma:

It's a highly sought-after skillset in many industries, including manufacturing, healthcare, and finance.

It improves your problem-solving skills.

Employers are often willing to pay a premium for employees who have been trained in Lean Six Sigma.

Having a Lean Six Sigma credential on your resume can open new career opportunities.

Why choose NAIT for your Lean Six Sigma training?

Industry-Leading Curriculum: NAIT uses ASQ's curriculum that is based on industry best practices. The curriculum is constantly updated to reflect the latest trends and techniques in Lean Six Sigma, which ensures you're learning the relevant and applicable you need in today's job market.

Accreditation: After you complete your course at NAIT, you can connect with ASQ to write your exams and qualify for your internationally recognized professional credentials — your Yellow, Green, or Black belt Certification.

Experienced Instructors: The instructors who teach the Lean Six Sigma courses at NAIT are vetted and approved by ASQ, and they are experts in their field with years of practical work experience in a variety of industries. They bring real-world examples and insights to the classroom, showing you how to make the material relevant and applicable to your own work.

Learning Options: Each level of the Lean Six Sigma courses (Yellow Belt, Green Belt, Black Belt) at NAIT are offered online at various times throughout the year, allowing you to find a course time that best suits your schedule.

The NAIT and ASQ Lean Six Sigma program is an excellent investment for professionals who are looking to enhance their skills and improve their organizations' operations. The program is practical, flexible, and highly recognized in the industry, providing participants with a valuable certification upon completion. With the help of experienced faculty and the opportunity to work on real-world projects, participants can develop the confidence and expertise needed to implement Lean Six Sigma principles within their organizations — making them more efficient, competitive, and successful.

For more information:

<https://www.nait.ca/search>

March, 2023

In This Digest

Blogs

[ASQ Awards And Medals Call For Volunteer Leaders](#) by Taylor Lovas in [ASQ News](#)

[Thank You To Russ Snyder From ASQE](#) by Taylor Lovas in [Member Recognition](#)

Forums

[Re: ISO 13485:2016 Certified Internal Auditor Training](#) by Elizabeth Nichols in [Certification](#)

[Re: CQPA handbook or anything helpful](#) by Yingxiao Zhao in [Certification](#)

[Re: CQPA handbook or anything helpful](#) by Rufus Faucette in [Certification](#)

[Re: International Women's Day Challenge](#) by Mike Wheeler in [General](#)

[Re: 2023 Business Plan submission](#) by Monica Rynders in [General](#)

[Re: Proper validation starting points for IQ, OQ, and PQ while documents become effective](#) by Edwin Bills in [General](#)

[Re: Proper validation starting points for IQ, OQ, and PQ while documents become effective](#) by Nirlep Sanghvi in [General](#)

[Re: If You're Happy and You Know It...Scan this Code??](#) by Christy Keller in [General](#)

[Diversity](#) by Steven Schuelka in [General](#)

[Quality culture](#) by Amara Jah in [General](#)

[Medical devices](#) by Saif Alchalabi in [General](#)

[Re: Text For Engagement](#) by Janet Lentz in [General](#)

[Toyota Production System Questions](#) by Christopher Waugh in [General](#)

[Applying the Focusing Matrix to the Fight Against COVID-19](#) by Lindsay Pietenpol in [Quality Progress](#)

[Re: Perform More Effective RCA and Find Solutions By Defeating Confirmation Bias](#) by Darren Hayes in [Quality Progress](#)

[Re: Perform More Effective RCA and Find Solutions By Defeating Confirmation Bias](#) by Kylie Mongito in [Quality Progress](#)

[Identify Root Causes to Increase Efficiency and Prevent Poor Material Quality](#) by Lindsay Pietenpol in [Quality Progress](#)

[Re: JOIN THE CELEBRATION](#) by Elizabeth King in [World Quality Month](#)



You can find details about the upcoming webinars and in-person events in the following tables.

ASQ

| Date | Time | Description | Host | Registration and details |
|---|---------|--|------|---|
| April 26th | 6:30 PM | Lesson Learned And tips to obtain ASQ certification(Webinar) | ASQ | https://www.asqedmonton.org/home#upcoming |
| May 7 th to 10 th | 8:00 AM | Word Conference On Quality & Improvement In-person Philadelphia | ASQ | World conference on quality and improvement registration |

As an ASQ member, you can access thousands of digital content, videos, free webinars and a monthly member gift. Check out our collection through the following links:

[Events - myASQ](#)

<https://asq.org/>

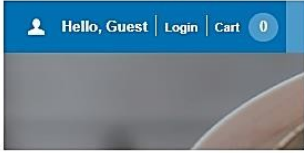
[Community Home - myASQ](#)

If you are an ASQ member, please adjust your **"Opt In/Out" settings** in your ASQ account to properly receive newsletters, communications, webinar invitations, news, and many more!


Here's a quick guide on how to do it:

1. Visit asq.org


2. Click on "Login"



3. Click on "My Account"



4. Click on "Opt In/Out"



MY ACCOUNT

Communication

- Address Information
- Contact Information
- Opt In/Out
- Communication Preferences

Demographics

- Demographics
- Change Username / Password
- Special Needs

Membership & Participation

- Membership Details
- Access your Member Gift
- Access your Benefits
- Proud Member Logos

5. Adjust your email and settings to receive newsletters, webinars, communications, etc.



OPT IN/OUT

I am interested in receiving information on the:

Member Communication

- ASQ Insider (Deliver To: EMAIL-F)
- Division Communication (Deliver To: EMAIL-F)
- Member Communication (Deliver To: EMAIL-F)
- QPLive (Deliver To: EMAIL-HOME)
- Section Communication (Deliver To: EMAIL-F)

Newsletters

- Career Connection (Deliver To: EMAIL-F)
- Lean & Six Sigma Review Update (Deliver To: EMAIL-F)
- QPCConnection (Deliver To: EMAIL-F)
- Quality Press News (Deliver To: EMAIL-F)
- Standards Connection (Deliver To: EMAIL-F)

You should also consider joining the **myASQ website** of the ASQ Edmonton section. This is the main platform of the section, where all the news, events, webinars, etc. are centralized. You can also find more information about other sections and divisions of ASQ on myASQ platform.

<https://www.asqedmonton.org/>



Interested in Volunteering? We are in need of member leaders and/or speakers for our monthly webinars and annual conference.



Looking to Volunteer with ASQ Edmonton section? Send an email to cbarrios@memberleader.asq.org



Volunteers from the ASQ Toronto Certification Committee are organizing Study Groups for Members and non-Members registered to write the listed exams:

- **CQE** – Certified Quality Engineer
- **CSSBB** – Certified Six Sigma Black Belt
- **CSSGB** – Certified Six Sigma Green Belt
- **CMQ-OE** – Certified Manager of Quality / Operational Excellence
- **CQT** – Certified Quality Technician
- **CQPA** – Certified Quality Process Analyst
- **CMDA** – Certified Medical Device Auditor

The Study Groups sessions will be held virtually (via Zoom). Once there are enough interested candidates for a certification exam type, the Study Group Facilitator will contact participants to arrange the session dates and times.

To register, please contact: education402@ASQHQ.onmicrosoft.com providing your:

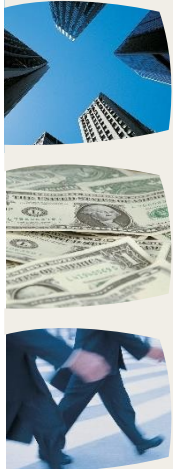
- *Name*
- *Email address*
- *Phone number*
- *Exam / Study Group Type*
- *ASQ Membership Number*
- *Scheduled Exam Date (if any)*

Your Recertification Journal

As a member of ASQ, you are eligible to earn recertification units (RUs) when you attend ASQ webinars or complete other activities that are related to furthering your knowledge of quality.

If you have not done this before, then here are the steps that you need to follow:

1. Open your browser, navigate to asq.org. Enter your username and password. Click on **Login**.
2. When you are logged in, click on **My Account** near your name at the top of the screen.
3. Look under the heading Education and click on **My Certification**. You might need to scroll down in order to see the link.
4. In the left-side panel, click on **My Recertification Journal**.
5. Scroll down and review your journal. You might have other activity types that you will want to add later.
6. Select the activity type that you want to add. For example, we will select Professional Development.
7. Click on **Add Professional Development** to add an instance of that activity. A pop-up window will appear on your screen.
Click on **How to Claim** to review the requirements for this particular activity.
8. Fill in the required fields in the pop-up window. When you are finished, click on **Submit**.
9. Follow this process for the other activity types that you want to record in your recertification journal.



Managing Change in Fast-paced Construction Projects

A White Paper with Red Marks

By Akhilesh Manchanda, P.Eng., CMQ-OE

Management Systems

ADDRESSING THE NEEDS TO MANAGE CHANGE IN FAST-PACED CONSTRUCTION PROJECTS TO ASSURE EFFECTIVE CONTROLS AT RELEVANT STAGES.

Change is constant and inevitable. It can be triggered by internal or external interested stakeholders. In the era of Industry 4.0, technology has been profoundly changing to support digital transformation and add tremendous values across industries. Hence, organizations are compelled to establish an effective change management process that takes care of agile customer needs as well as technological needs.

Construction project management poses multiple challenges throughout the project lifecycle. The primary goal of any project is to achieve intended quality results by investing agreed costs and delivering on time while achieving defined scope. This is crucial as changes may have consequences. For instance, scope change may drive plan, process, and resource changes. Changes can detour a project's critical path and its milestones. Based on their effects to contractual requirements, proposed changes can be classified as major or minor. A major change may need additional resources, time, or costs. The change management approach should be scalable to the extent required for successful implementation of the change.

Apply Critical Systems Thinking to manage changes: While considering the purpose and objectives of a project, analyze how the change would affect the organization and client satisfaction. Be tenacious and establish a clear understanding of relevancy and rationality of the change requirement. Due to tight delivery timelines, there may not be sufficient time to evaluate all aspects of a change. Review "How to Manage Change in a Crisis With No Time to Plan" at <https://www.prosci.com/blog/how-to-manage-change-in-a-crisis-with-no-time-to-plan> for more info.

PROJECT CHANGE MANAGEMENT

What is "Project Change Management"?

As part of project management strategies, the change management process assures understanding of needs and changes, associated risks, constraints, situational analyses, reviews, approvals, and resources to realize intended change levels.

What is "Integrated Project Change Control"?

An integrated approach or process of identifying, reviewing, assessing risk, approving, and managing changes across a project's lifecycle.

Why is project change management important for an organization?

A change request or directive, such as a Project Change Order, from a client could be received anytime during the project lifecycle. Hence, organizations must be prepared with strategies, plans, procedures, and tools to embrace rapid change needs to improve project deliverables.

KEY STEPS TO ENSURE EFFECTIVE CHANGE

- 01 Understand the need to change and the consequences if changes are not implemented effectively.
 - 02 Apply an iterative approach to collect relevant info and identify change categories, such as Scope, Schedule, Cost, and sub-categories: Product, Process, Personnel, Technology, Tools, and Documents.
 - 03 Engage stakeholders/SME and perform FMEA for major changes and determine risk priority number.
 - 04 Evaluate potential change affected areas and resources, describe potential consequences if the change is not implemented; communicate the purpose and create awareness.
 - 05 Engage subject matter experts, analyze risks and benefits, make the decision, and arrange approvals.
 - 06 Use a plan for training, facilitation, coaching, or mentorship to implement change effectively.
- Engage resources, implement approved changes, and verify implementation as planned and agreed. Update and control documents with standards and practices to reflect changed levels. Prepare a summary of the changed state and communicate the info to leadership and users.

SME: Subject Matter Expert(s), FMEA: Failure Mode and Effects Analysis





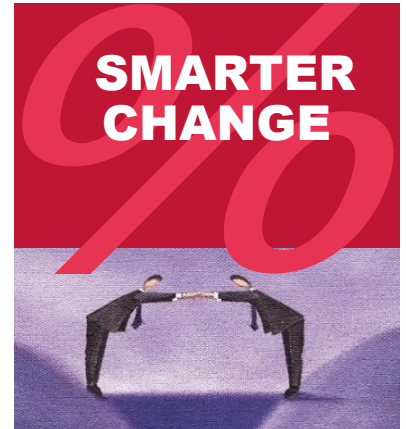
Getting the most from Change Management

Project scope change requests or orders are commonly received with amended drawings/specifications to enhance the intended results of the project.

A structured and systematic evaluation of subsequent impacts to a project shall be performed to ensure effective change management. Effects of a change on cost and schedule could be determined based on risk analysis on the following contributing factors:

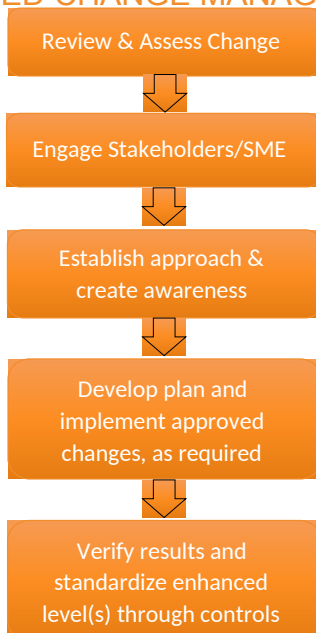
| Change Impact/Risk | High | Medium | Low |
|--------------------------------------|--|--|---|
| Method will change. | Must be changed to realize conforming asset. | Minor process adjustment(s) required. | The process is capable, no change required. |
| Machine or Equipment will change. | Must be changed to realize conforming asset. | Minor parameters' adjustment required. | The machine is capable, no change required. |
| Manpower/Competency will change. | Must be changed to realize conforming asset. | Identified training needs, planned to improve. | The personnel are capable, no change required. |
| Monitoring or Measuring will change. | Must be changed to realize conforming asset. | Minor amendments required to monitor. | The monitoring is capable, no change required. |
| Incoming materials will change. | Must be changed to realize conforming asset. | Minor document corrections are required. | The incoming materials' change is not required. |
| Working Conditions will change. | Must be changed to realize conforming asset. | Minor improvement required. | The work conditions will remain same. |

"In today's rapidly changing world, an agile approach to manage change has become a business imperative; failure to manage changes effectively could lead to project failure."
AKHILESH MANCHANDA, P.Eng.



Engage subject matter experts, analyze existing and potential risk of implementing and not implementing proposed changes to gain significant insight and drive value-adding decisions.

SIMPLIFIED CHANGE MANAGEMENT FRAMEWORK



1. Review change requests to understand the requirements, purposes, and context; assess risk of implementing and not implementing each change.
2. Engage Subject Matter Experts to determine if the change adds value to the product/asset and, if it should be implemented, highlight cautions.
3. Establish an approach to realize the intended change, engage personnel, and personnel with product/process knowledge and agreed objectives.
4. Review approved changes, their scope and resources required; prioritize actions and develop a plan to implement change, including construction processes, engineering, personnel, procedural, and sub-contractor's control changes. A change agent team should confirm alignment of required actions.
- 5.

the results are unacceptable, repeat the cycle as per the change management framework. The change agent team should confirm the implementation of required actions.

CAUTION:

1. SME (Subject Matter Expert) engagement is vital to succeed; ensure engagement at all levels based on extent of change span within the project.
2. Planning plays a vital role to manage the change effectively; ensure clear identification of the purpose and goals of the required change(s).
3. Delayed implementation may lead to higher cost, risk, and longer schedule.



He possesses leadership experience in management systems' development and deployment, personnel competency management, enterprise digital transformation, and layered process auditing; he works with Midwest Pipelines Inc. as Management Systems Specialist, and with NAIT as CED Instructor. In this White Paper, he shares his ideas and recommendations to assist quality practitioners engaged in management systems' implementation. He does not represent any insight from his employers in this White Paper.

Akhilesh may be contacted through LinkedIn at: <https://www.linkedin.com/in/akhileshmanchanda/> or email: am2016@shaw.ca

Section Leadership

| Position | Name | Email |
|--------------------------|--------------------|--|
| Chair | Cecilia Barrios | Chair@ASQEdmonton.org |
| Audit Chair & Past Chair | Puneet Manchanda | Nominations@ASQEdmonton.org |
| Past Chair | Stephen Hall | PastChair@ASQEdmonton.org |
| Treasurer | Shireen Chaudhary | Treasurer@ASQEdmonton.org |
| Secretary | Norman Law | Secretary@ASQEdmonton.org |
| Education Chair | Vick Mehta | Education@ASQEdmonton.org |
| Program Chair | Girish | Program@ASQEdmonton.org |
| IT Chair | Member leader team | ITChair@ASQEdmonton.org |

We welcome our readers' contributions:

- Articles of interest with quality focus, a max. 600 word count (Times New Roman, font size 10) subject to editing by newsletter editor.
- Suggestions for future events – workshops, topics and speakers for monthly meetings and conferences.
- Suggestions for improvement of newsletter, website and social media.
- Interest in serving as a volunteer.
- Please email your comments to ggirish@memberleader.asq.org

**COMMUNICATION
PREFERENCE**



Emails & newsletters about our range of membership services, events, & workshops.

To set communication preference, you must log into your ASQ account and select “Opt In/Out” under “Communication” in My Account. Here individuals can select specific communication preference under “Member Communication” and “Newsletters” section. For more information contact: <https://www.asqedmonton.org/contact>