



Presentation to IAQG

Government of Québec's Contribution to Aerospace Quality

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**Ministère
du Développement
économique,
de l'Innovation
et de l'Exportation**

Québec 



OUTLINE OF PRESENTATION

Evolution of Quality System

- 1986–1995: Assurance to Confidence
- End of 1990s: Confusion
- 2000 to Present: Cleaning Up

Forecast

- Priority of Integration
- Challenges for IAQG
- Government Orientation



From 86 to 95 : Assurance to Confidence



“Québec has been a school in the development of industrial clusters.

In the case of the aerospace cluster, after consulting with the stakeholders, all of them agreed to use a common standard—ISO 9000—and trained the companies that consolidated the cluster.”

Aspen Institute
Industrial-Strength Strategies, Best Practices Series
1995

From 86 to 95 : Assurance to Confidence



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Awareness of quality assurance (1986):

- Non-quality cost: 20% of sales to recover
- Standards: Z299.1, AQAP-1, MIL-Q-9858A

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Industrial cluster policy (December 1991)

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Aerospace cluster and total quality management committee including an industrial representative




Urgency to act





From 86 to 95 : Assurance to Confidence

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1st ping pong factory workshop
(improving quality and productivity)





From 86 to 95 : Assurance to Confidence



Québec 

Supporting Tools



Québec  ISO 9000 course (11 months + Registration)

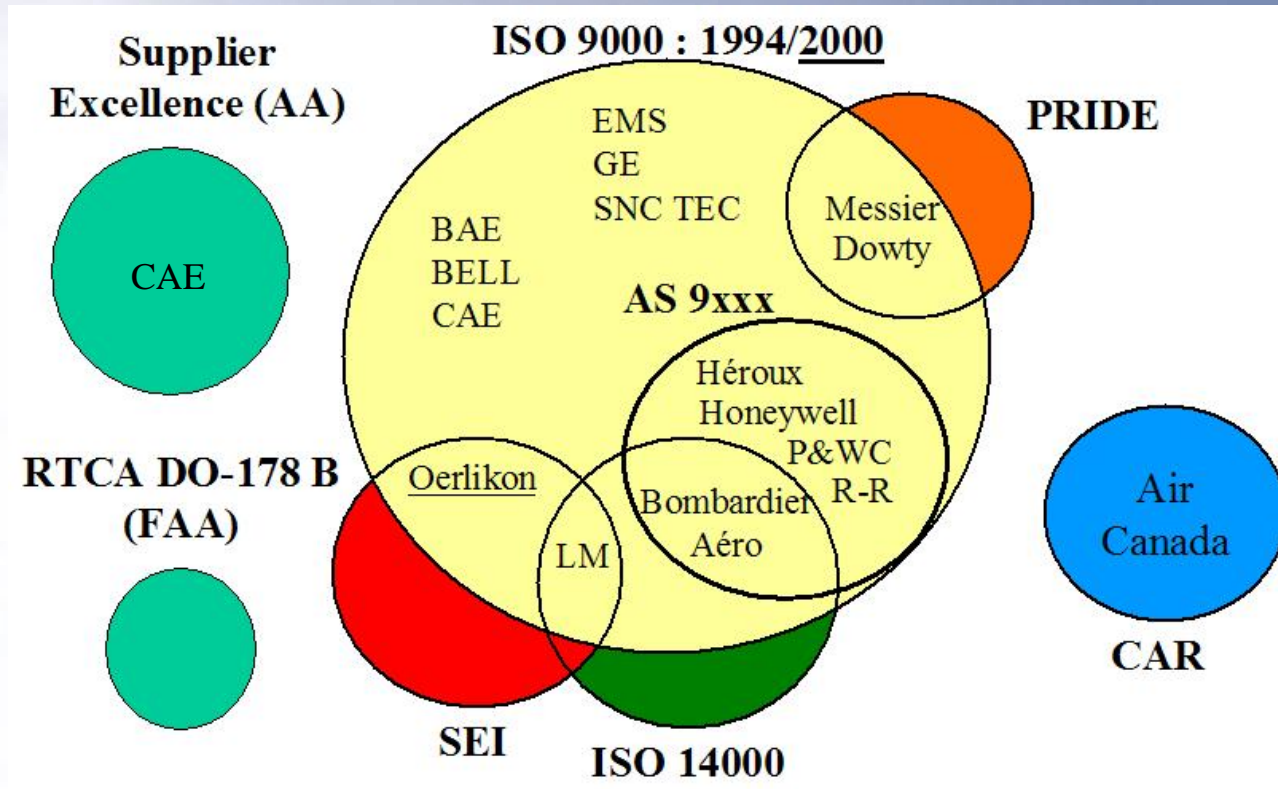


International Confidence in Quality System

End of the 90's : confusion



Various quality system standard required





- Survey of irritants to SME :
 - Multiple system audit by the client
 - Weak communications
 - Subjectivity of some requirements
- Cost pressure increases
- Growth of other approach customized
(6 σ ↓, Lean ↑, CMMi ↓)

Bottom line : "Standards are no longer standard"



- New ISO 9000 more intelligent
- IAGQ very active in harmonizing standards

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Shared audit test attempted from 2000–2002

- Database of Quebec aerospace companies
- Problems that led to abandonment::
 - audit performed using only one area of the standard;
 - change of policies (outsourcing, turnover of staff);
 - different standards;
 - different intent in reporting results to the SME;
 - Keeping the confidentiality of audit content
 - OASIS initiative



Beginning of the 00's: cleaning up

Québec 

Financing of a continuous improvement program for SME and Prime



Creation of a continuous improvement network



STIQ did build database complementing OASIS

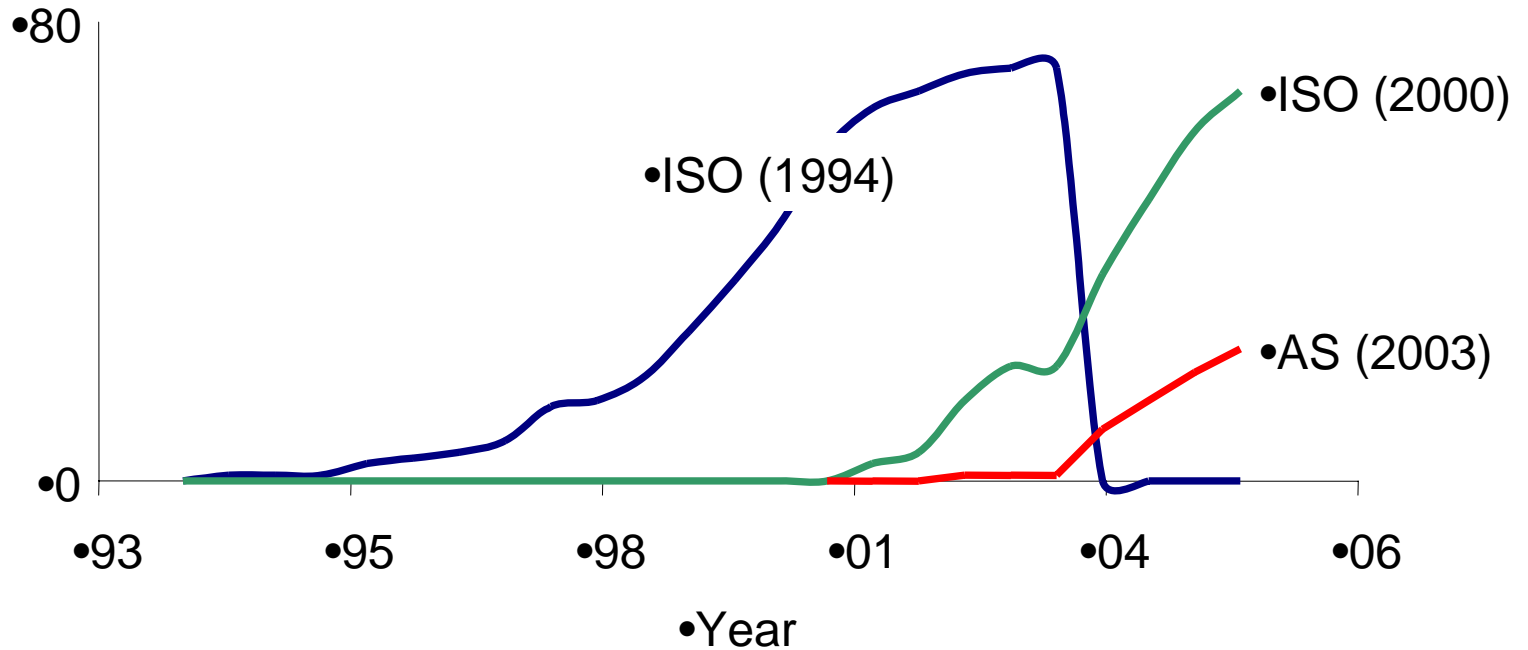
Bottom line :

- Industry leadership prevails
- Government provides support

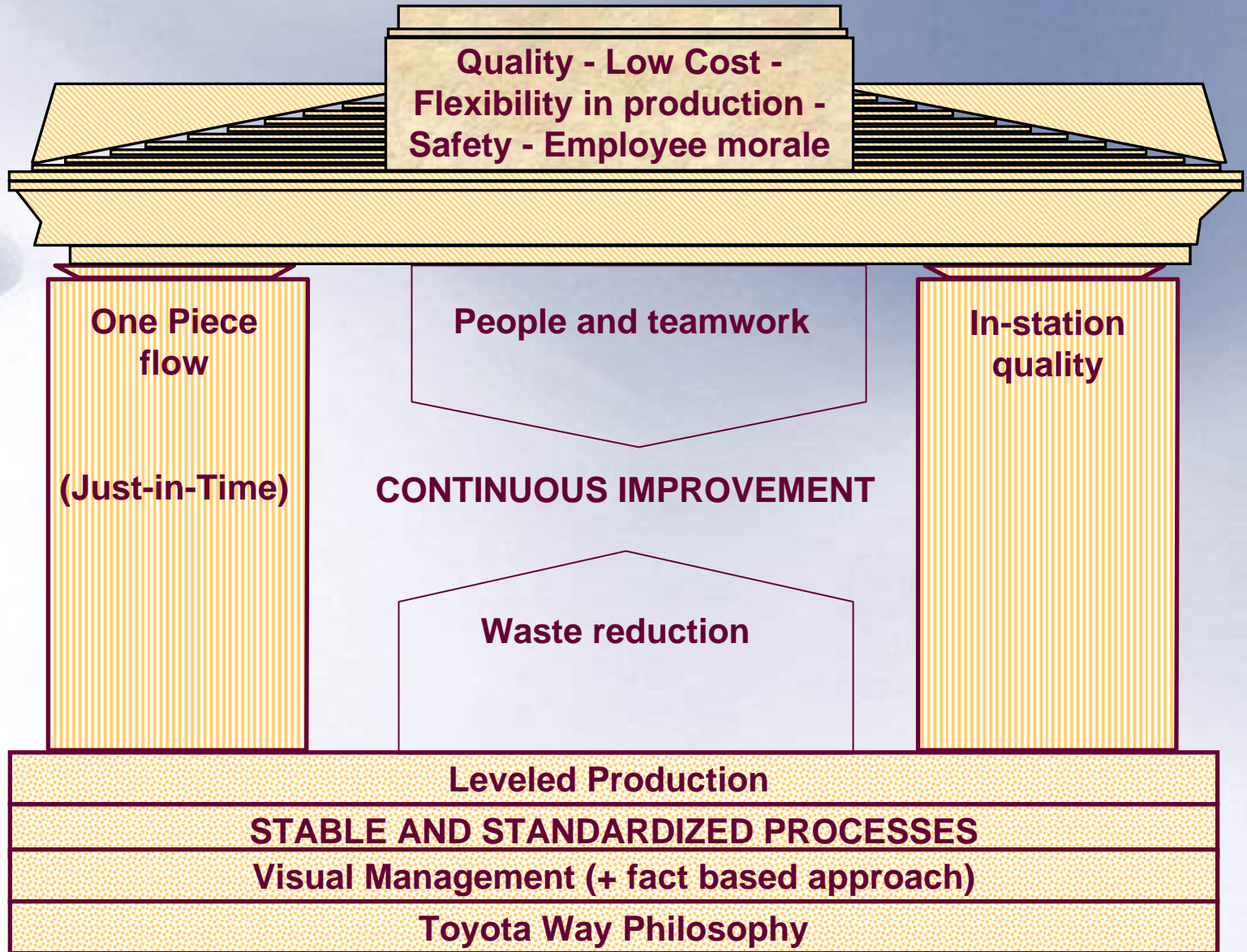
Beginning of the 00's: cleaning up



- Cumulative number of ISO-9000- or AS-9100- certified aerospace companies in Québec
- aerospace companies in Québec



Forecast: priority to integration



Ref: The Toyota Way, Jeffrey K. Liker, 2004



Forecast : Challenges for IAQG

To ensure widespread adoption:

- Adjust standards to get self energizing standards, i.e. simple standard that integrates continuous improvement in order to provide a stable contractual environment
- Maintain cohesion of the prime contractors and internal resources
- Communicate the standards' best practices
- Improve the efficiency of communication between SME's and clients
- Require compliance or registration for subcontractor?



Glimpse on upcoming years : Government Orientation



- 1 Seeking a way to integrate into SME a true continuous improvement approach with international standards
- 2 Supporting joint action of the leaders if justified
- 3 Raising awareness where it is lacking



Glimpse on upcoming years

Famous quote:

“Today's standardization is the necessary foundation on which tomorrow's improvement will be based.

“If you think of ‘standardization’ as the best you know today, but which is to be improved tomorrow, you get somewhere.

“But if you think of standards as confining, the progress stops.”

Henry Ford, 1926



Thank You !

