



25th
Anniversary 1986 - 2011

香港品質學會

Hong Kong Society for Quality

*It is not necessary to change. Survival is not mandatory.
Learning is not compulsory but neither is survival.*

W. Edwards Deming

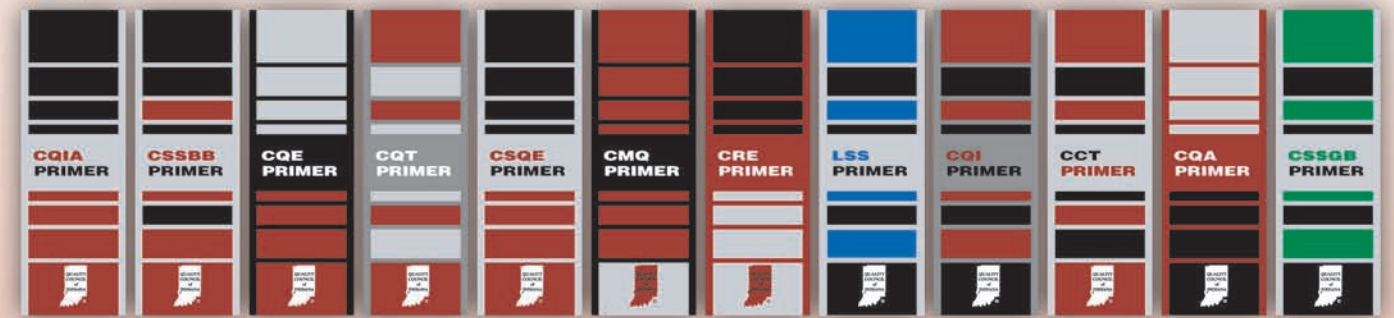
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Mission

Hong Kong Society for Quality is a not-for-profit organization established to promote greater awareness of the need for quality in Hong Kong to ensure product and service excellence through continuous improvement of quality and customer satisfaction, and to provide continuing education to professionals involved in quality and reliability.

HKSQ

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Editors: Albert H.C. Tsang
Humphrey Lee
Zoie S.Y. Wong

Published in May 2011



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History & Objective



www.hksq.org

**World Partner of American Society for Quality (ASQ)
Founding member of Asian Network for Quality (ANQ)**

Competition in the world market today depends first and foremost on quality. Hong Kong companies must maintain momentum in improving their quality and satisfying the changing needs of customers.

The Predecessor of Hong Kong Society for Quality, formed in 1986, was the Hong Kong Group of the American Society for Quality Control (ASQC) International Chapter. It was renamed as Hong Kong Society for Quality Control (HKSQC) in 1989 to reflect increasing local involvement. The Society maintains its affiliation with ASQC (subsequently renamed as American Society for Quality, i.e., ASQ) after the name change. In 1997, HKSQC was renamed as Hong Kong Society for Quality (HKSQ).

The Society is a not-for-profit organization established to promote greater awareness of the need for quality in Hong Kong for ensuring product and service excellence through continuous improvement of quality and customer satisfaction, and to provide continuing education to professionals involved in the quality and reliability disciplines.

Being a leading quality management authority in Hong Kong and having a long and well-established relationship with ASQ, HKSQ has been recognized as a WorldPartner of the American Society for Quality (ASQ) since 2002. This status granted by ASQ, a world renowned professional organization in the quality discipline with a 65-year history, is a fitting recognition that the contributions made by HKSQ in promoting quality is on a par with other world-class organizations of its kind.

HKSQ is also a founding member of Asian Network for Quality (ANQ). ANQ was established in 2002 with the objective of promoting quality for prosperity and integration in Asian countries. Member organizations of ANQ are non-profit organizations in Asia established to improve quality in human life by contributing to the progress of science and technology, and to the development of industry through promotional activities in quality and quality management.



HKSQ Poster at the 57th AQC held in Kansas City, USA, May 2003

Celebrating the

Chairman's Message



I have joined HKSQ since 1997. During my thirteen years at HKSQ, I observed that HKSQ has developed from an organization that was primarily involved in local activities to one that is also engaged in international activities. I would like to share my views on HKSQ's further development as we celebrate the Society's 25th Anniversary.

Quality management principles and practices have evolved from Quality Inspection and Control (1920's to 1960's) to company-wide QC / Quality Control Circle (1970's), to Quality Assurance and Management (1980's to 1990's), to TQM and Six Sigma in the last decade. Now, Hong Kong is well positioned to provide high value-added services in logistics, finance and services. At the same time, the mode of operation of Hong Kong industries is being transformed from OEM (original equipment manufacturing) to ODM/OBM (original design/brand manufacturing) which would extend the scope of the firm's influence in the value chain. One of the roles of HKSQ is to serve as a bridge in developing the educated talents needed to meet industry needs for quality professionals.

Recently, Testing and Certification Industry has been identified by the Task Force on Economic Challenges (TFEC) as one of the six priority industries in Hong Kong in the near future. Subsequently, Hong Kong Council for Testing and Certification (HKCTC) was established on 17 September 2009 to reinforce the branding of "Tested in Hong Kong, Certified in Hong Kong". Testing and Certification (TC) industry is developed as a part of Hong Kong's quality movement (covering manufacturing and service industries) which relies on the contributions of different industries, societies and government departments. Since HKSQ members are from various industries and engaged in quality engineering and management, they are likely to be users of testing and certification services. Therefore, HKSQ has decided to provide support to the Testing and Certification industry. Moreover, it is my honor to be appointed as a member of the Industry Training Advisory Committee (ITAC) for Testing, Inspection and Certification (TIC) of Hong Kong Qualifications Framework (HKQF) under The Education Bureau of HKSAR, with effect on 15 August 2010.

In the near future, HKSQ will focus on development of certification schemes for recognition of quality professionals. These schemes will be based on ISO 17024, and they are established to enhance cooperation with professional organizations and universities in China to provide quality practitioners with opportunities for life-long learning. Furthermore, we will collaborate with China Association for Quality (CAQ) in co-organizing Asian Network for Quality (ANQ) Congress 2012 in Hong Kong, so as to increase our engagement in international activities, as well as to provide local quality practitioners and students a platform for sharing and learning. HKSQ will continue to play a leading role in promoting quality concepts and their applications in Hong Kong.

Ir. Dr. Lotto Lai
Fellow, HKSQ
2009-2010 Chairman

25th Anniversary

Ex-Chairman's Message



Quality Professionals' Future Challenges

Hong Kong Society for Quality (HKSQ) was founded in 1986, the year before the launch of the ISO9000 series of standards. Soon after that, countries around the world liberalized their economies, giving birth to globalization of the marketplace which in turn triggered the boom in Asia and Latin America. It was a period when time-based management, outsourcing and supply chain management gained widespread acceptance as the received wisdom of the business world, and maximization of shareholder value reigned supreme in managers' mindset. During the same period, the Internet, along with the appearance of the Web that runs on it, emerged as peoples' preferred communication platform. This also enabled the birth of virtual organizations and e-business at the turn of this century.

Fast forward to 2011, the landscape of the business world has been significantly transformed. While economies of the developed world is suffering from major setbacks, those of the emerging markets, such as China, India and Brazil, are more resilient to the current adversity even though globalization has bound economies everywhere intimately together. To exploit the opportunities in such an environment, companies need to develop products and services that will cater for the needs of customers in these emerging markets. Quality professionals play a pivotal role in identifying unmet needs, elucidating voices of customers, and determining critical-to-quality attributes of products to drive the creation of innovations that will succeed in the contemporary market place.

Nowadays, the Internet becomes a utility, like what electricity was more than a century ago. It gave birth to social media, such as Facebook, YouTube, Tweeter and LinkedIn, that exist in cyber space. People use these tools in following others who are more knowledgeable and willing to share information or offer insights. Before making a purchase decision, they do online research on the products and crowd source recommendations on Facebook. After the purchase, they remain engaged with the brand by following discussions in social media. Quality professionals who are attuned to the hot topics in these digital interactions will help companies to gain valuable insights into ideas for product innovation. Some companies even provide online platforms for customers to contribute ideas on new product designs. Social media also have a dark side – misinformation and panic can spread like wildfires. Thus, companies should consider this possibility when designing their risk management programs. This is another area where quality professionals can make crucial contributions to their organizations amidst the chatter in social media.

Celebrating the

After waves of expanding frontiers in the past decades, and in the aftermath of a global financial tsunami, we are now in an era characterized by constraint and restraint. Demand for corporate social responsibility is on the rise. “Creation of shared value” is being proposed by opinion leaders to replace “maximization of shareholder value” as the objectives of an organization. The concept of shared value focuses on connections between societal and economic progress. It recognizes that social harms and organizational weaknesses will create internal costs like wasted energies or materials, costly accidents, and remedial training to be offered to inadequately educated employees. It also realizes that efforts that produce societal benefits – carbon footprint reduction, producing products or reconfiguring value chains that serve unmet societal needs – may be able to create differentiation and expand markets. Quality professionals’ expertise in waste elimination, measurement, system audits, and management review will be put to good use in helping companies to create shared value, the driver of future economic growth.

In this age of turbulence, quality professionals have to do two things to sustain their competitive edge. First, they have to keep abreast of the emerging trends and disruptive changes in marketplaces around the world and society. Second, they have to develop their capabilities that are aligned with the contemporary as well as future needs for quality practitioners as projected from these changes. These imperatives will drive HKSQ’s efforts to serve its members for years to come.

Ir. Dr. Albert H.C. Tsang
Fellow, HKSQ
1991-1992, 2006-2008 Chairman

HKSQ

25th Anniversary

Ex-Chairman's Message



This year marks the 25th anniversary of Hong Kong Society for Quality (HKSQ). Twenty-five years is not a short period and the Society will continue to excel to build a new shape.

We celebrated the 20th anniversary in 2006 and shortly we past five years to celebrate the 25th anniversary. In the past five years, one of the biggest challenges that all of us faced was the financial tsunami. A lot of companies including those with a hundred-year history collapsed, not to mention a lot of people lost their jobs. Those companies that survived should have healthy financial status and certainly they have been providing good quality services and products to customers. For the Society, we maintain a healthy financial status and we continue to provide new activities and services to our customers – our members.

'Quality' has also gone through an evolution in the past few years to a macro definition which covers not only product and service quality, it also includes lean, supply chain and even green (for the good quality of life!). Quality professionals are expected to have multi skills and be able to adapt to these changes. We have to continue to upgrade our knowledge and skills in order to survive in the highly competitive job market.

In Hong Kong, the Government promotes the development of six industries where Hong Kong enjoys clear advantages. They are medical services, environmental industries, testing and certification, education services, innovation and technology, and cultural and creative industries. In order to support 'Testing and Certification' industries, our chairman served on the Testing, Inspection & Certification Industry Training Advisory Committee to provide advice from Quality point of view. We consider this helps the Hong Kong society as well as our members to compete in this globalization age.

For individuals, there are lots of opportunities for continuing education which include ASQ Certification Program, HKSQ Certification Program, workshops and industrial visits organized by the Society.

Quality improvement is a never ending journey until we really achieve Zero Defect in everything we do every day. I plan to go for the same journey with all of you for a life of better quality in coming years!

Mr. Karson Chui
*Senior Member, HKSQ
2003-2005 Chairman*

HKSQ

Celebrating the

Ex-Chairman's Message



Quality is a journey, not a destination – wisdom from our Quality Gurus.

Now our Society is reaching its 25th Anniversary, and in the past 25 years, our Society faced the quality revolution happened in the whole world. From the early 80s, Japan was number one, when the country led the whole world towards Quality.

Who has ignited Japan's quality fire?

Dr. W. Edwards Deming!

Confucius said, "At thirty, I had planted my feet firm upon the ground."

Standing on the shoulders of the former Quality Gurus (the Giants), what should be HKSQ's next step?

On the strength of Hong Kong's special position, it is the right time for Hong Kong to re-develop her exceptional characteristics: integrating the essence of the East and that of the West.

Since the initiation of the reforms and open policy 30 years ago, China has achieved tremendous economic success. On the road of quality, to become a great nation, there is still a long way to go.

HKSQ, having close connections with numerous quality organizations all over the world, can serve as the bridge between China and the rest of the World.

Hong Kong, being the leading world class city in service industry, has matchless supporting hardware and software resources available.

In the manufacturing industry, we introduced global advanced quality management to China through the Pearl River Delta Region.

For the coming future, in the service industry and especially the high value-added service industry, I believe Hong Kong and HKSQ will certainly be able to make substantial contributions to China and even the whole World.

Ir. Dr. Aaron Tong
Fellow, HKSQ
2000-2002 Chairman

25th Anniversary

Ex-Chairman's Message



It is my belief that “quality is not only a matter of profit or economic growth but, more importantly, of environmental protection or preservation of natural resources”. If we always do things right the first time and produce what our customers really need, we can prevent rework and wastes of material and manpower, and thus optimize the consumption of resources and save the Earth. The motive of my work in HKSQ in the past 15 years is to promote greater awareness of contemporary quality professional practices in Hong Kong to ensure product and service excellence.

One of the recent achievements is to establish a university degree program entitled “BEng in Total Quality Engineering”, which is the first in Hong Kong and even in the world. TQE (Total Quality Engineering), in brief, is concerned with the design, analysis and improvement of a manufacturing/service system in the areas of customer interface, product design, process design and control, supply management and product assurance, to maximize quality, reliability, safety and environmental performance of the system itself and the products/service it produces. It is also pleased to see that Hong Kong government has recently identified “Testing and Certification Services” as one of the priority industries in Hong Kong in coming years. Greater awareness of quality and better recognition of the quality profession in the community are observed.

As a WorldPartner of ASQ (American Society for Quality) and the founding member of ANQ (Asian Network for Quality), I hope HKSQ will continue to serve as a “bridge” between the West (ASQ and its members) and the East (ANQ and the local quality community in Hong Kong and China) to facilitate the exchange of ideas, concepts, knowledge, and practices between two places in the quality discipline.

Being a leading quality profession authority in Hong Kong in the past 25 years, I believe HKSQ will continue to achieve its objectives by organizing more activities for its members and contributing more efforts to the relevant areas of the community in the coming decade.

Ir. Dr. Kwai-Sang Chin
Fellow, HKSQ
1997-1999 Chairman

HKSQ

Celebrating the

Ex-Chairman's Message



It is natural that things start from the bottom. However, QUALITY has to come from the top. This applies to all organizations in the world. Without top management support, it is difficult for any quality operation or department to function effectively and enhance quality of the products or services provided by the organization.

In general, to get top management support, quality operations or departments must translate quality into financial results. The practice of Six Sigma in these days has allowed quality professionals to make improvement efforts deliver real financial benefits. By expressing impacts in financial terms, management will realize the benefits and / or importance of practising quality. Adverse financial impacts can be determined from losses and wastes that exist in the manufacturing sector. In the service sector, it can be quantified in terms of lost sales as a consequence of lengthy cycle time in processing customer applications for service.

People may not find it difficult to acquire the basic knowledge of Six Sigma and obtain a Six Sigma Green Belt Certificate. With more time and effort, one may even get a Six Sigma Black Belt Certificate. However, to practice as an effective Six Sigma Black Belt, one must learn more about leadership. Apart from technical skills, a Six Sigma Black Belt needs to have good leadership skill that covers competence in areas such as communication and team management.

Hong Kong Society for Quality in the past twenty five years has been promoting greater quality awareness in Hong Kong by organizing seminars and visits. These activities provide members with ideas and concepts that will make a company successful, and inspire members on what quality professionals should do and how they should do it.

The Society always looks for opportunities to enhance quality knowledge and techniques in Hong Kong. For many years, it has been offering workshops on Body of Knowledge of ASQ certification examinations to help participants to prepare for taking these examinations.

The Society also organizes the Certificate Course in Quality Management for Laboratory to help members and others to acquire knowledge in laboratory quality management. This course, organized since 2005, remains the only training program of its kind in Hong Kong up to these days.

Mr. C.P. Chow
Fellow, HKSQ
1994-1996 Chairman

25th Anniversary

Ex-Chairman's Message



Since taking early retirement four years ago, I had been somewhat 'disconnected' from the practice of Industrial Quality. On the other hand, taking the advantage of the more 'relaxed' nature of retirement life, I have much more time reading and understanding the global news concerning various incidents related to 'Quality of Life'. Some of the examples retrieved are :

- Massive recalls of toys manufactured in China,
- Chinese milk powder tainted with melamine,
- Massive recalls of automobiles involving almost all established auto-makers, etc.

These incidents, related directly or indirectly to Quality and Social Responsibility, have huge impacts on the daily life of people on a global scale. After all these incidents, the general public might be speculating what had been/should be the role of Quality Professionals (QP) and the enterprise with respect to Social Responsibility (SR). Maybe it is now an opportune moment to review or rethink the role of 'Quality Professionals'(QP) and the integration with 'Social Responsibility'(SR).

Two of the most important requirements for QP are 'ethical practice' and 'integrity'. Ethical practice of QP is part of or deployed from the core ethical code of the person's professional organization. First, organizations should act rationally based on the available information and predictions. Second, all of an organization's stakeholders should benefit from its achievements. Third, the whole organization should minimize any potential loss to society in both financial and social dimensions. Finally, business ethics means doing what is right for both stakeholders and the society. A quality culture and an ethical business culture cannot exist without each other: they are interdependent. QP has an important role in its realization.

Integrity is a basic cultural value. Integrity in quality terms is acting in a way that is consistent with one's principle – especially honesty. While integrity is explicit, it must also be implicit in promises made to stakeholders, and these promises must include social responsibility. Promises of internal and external responsibility are not electives to be taken when convenient. They are imperatives. Keeping all promises to stakeholders is a true quality requirement.

With the release of ISO26000: Guidance on Social Responsibility, QP should take a more active role in its integration with quality management. It used to

Celebrating the

be the environmentalists and social critics who led the way on 'Green' and other social issues. Now companies are awakening to use SR initiatives to face these challenges. Quality and SR form a natural fit. As SR becomes increasingly important to decision-makers in examining the future impact of today's choices, quality tools and processes become central in helping companies measure that impact on the environment, the community and customer perceptions.

In summary, QP of the future will have a much more challenging and diverse role as a member of the company's management team.

Last but not least, I like to take the opportunity to congratulate Hong Kong Society for Quality on the occasion of its 25th Anniversary!

Ir. W. O. Lee
Fellow, HKSQ
1993 Chairman

HKSQ

25th Anniversary

Founding Chairman of Hong Kong Society for Quality Warner S.Y. YEH (1909 - 2000)



Warner S.Y. YEH is the Founding Chairman of the Society. Throughout the 1980s and 1990s, he dedicated himself to the mission of promoting quality, giving talks and presentations to trade organizations and educational institutions to spread the gospel of quality. In early 1980, he delivered a lecture on Quality Circle activities, which was the first of its kind in Hong Kong. In a paper he presented at a Quality Conference held in Hong Kong in 1983, he pointed out with vision that the major problem with our industry at that time was management's inadequate awareness of the importance of quality assurance. Promotion and education to foster better understanding and eventually secure management commitment, he believed, would be essential to enhance sustainable competitiveness of our industry.

Warner YEH was the representative of American Society for Quality (ASQ) in Hong Kong. He spearheaded the founding of the Hong Kong Group of American Society for Quality Control International Division back in 1986, and was elected the first Chairman of the Group. The Group was subsequently renamed Hong Kong Society for Quality (HKSQ). Under his leadership in the formative period and his continual involvement over the years, HKSQ has flourished and established itself as a key player in developing the human capital of local organizations in pursuit of performance excellence.

Warner YEH's initial encounter with the importance of quality occurred during World War II when he joined RCA (Radio Corporation of America) in 1943 after completing his Master's degree at Stanford University. He was engaged as a senior engineer in the Electron Tube Department responsible for the production development of electron tubes, their redesign, and subsequent production engineering, mainly for the armed forces of the Allies. The remarkable contribution he made at the turning point of the last War was captured in an article entitled "YEH led team to crucial World War II breakthrough" published by IEEE in their December 1994 issue of 'Institute' to commemorate the 50th anniversary of Victory of the Allies at Normandy. The article gave an account of how YEH and his team were sweating day and night redesigning the 6G6/G tube only weeks before the operation at Normandy to enable the "King George" radio equipment, which used the 6G6/G, to function reliably in time to join the operation. Without YEH's improvement, several thousand planes equipped with King George radio equipment had been grounded because on test flight the radio equipment, which was used for coordinating planes with tanks, ceased to function 15 minutes after switching on.

In retrospect, the success of Normandy was due mainly to the supremacy of air power of the Allies. Had YEH's project failed and the Allies' planes continued to be grounded, the flow of history could have been very different. In his usual modesty, Warner, our mentor, said all the honor should go to his team. To show our deep appreciation of his contributions to quality in Hong Kong, Warner was elected Fellow of the Society in 2000.

Celebrating the

List of Chairmen

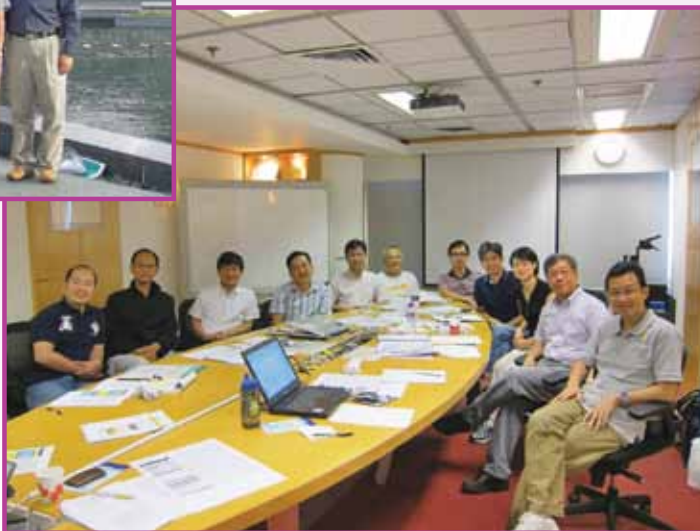
From	To	Chairman
1986	1987	Mr. Warner SY Yeh
1987	1988	Mr. Warner SY Yeh
1988	1989	Mr. Warner SY Yeh
1989	1990	Mr. Warner SY Yeh
1990	1991	Mr. Warner SY Yeh
1991	1992	Ir. Dr. Albert H.C. Tsang
1992	1993	Ir. Dr. Albert H.C. Tsang
1993	1994	Mr. Lee Wing-On
1994	1995	Mr. C.P. Chow
1995	1996	Mr. C.P. Chow
1996	1997	Mr. C.P. Chow
1997	1998	Ir. Dr. K.S. Chin
1998	1999	Ir. Dr. K.S. Chin
1999	2000	Ir. Dr. K.S. Chin
2000	2001	Ir. Dr. Aaron Tong
2001	2002	Ir. Dr. Aaron Tong
2002	2003	Ir. Dr. Aaron Tong
2003	2004	Mr. Karson Chui
2004	2005	Mr. Karson Chui
2005	2006	Mr. Karson Chui
2006	2007	Ir. Dr. Albert H.C. Tsang
2007	2008	Ir. Dr. Albert H.C. Tsang
2008	2009	Ir. Dr. Albert H.C. Tsang
2009	2010	Ir. Dr. Lotto Lai
2010	2011	Ir. Dr. Lotto Lai

25th Anniversary

2010-2011 HKSQ Executive Committee



From left:
Aaron Tong, SW Lam, Peter Fung, Albert Tsang, Lotto Lai, Minda Chiang, Humphrey Lee, CP Chow, KS Chin



From left:
Frankey Pun, Peter Fung, SW Lam, Richard Cheung, Vincent Cheng, CP Chow, Ben Tsang, Lotto Lai, Minda Chiang, KS Chin, Humphrey Lee

Chairman : Ir. Dr. Lotto Lai
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Ir. Dr. K.S. Chin
Ir. Dr. Aaron Tong
Ir. Dr. Albert Tsang

Mr. Peter Fung
Mr. Ben Tsang
Dr. Fuguee Tsung
Mr. Vincent Cheng
Dr. Zoie Wong

Celebrating the

Congratulatory Messages

HKSQ

25th Anniversary



25 Years of Quality

In 1986, I joined ASQ (then the American Society for Quality Control) relatively new to quality, eager to learn as much as I could. I believed knowledge would be an essential component for my organization's—and my career's—success. The same year, the Hong Kong Society for Quality was forming as the Hong Kong Group of the American Society for Quality Control International Chapter. In the 25 years since, I have had the honor of leading several ASQ committees and serving as chairman; I have attained the status of ASQ Fellow—the same year, coincidentally, as Dr. K.S. Chin, HKSQ board member. Since its inception, the Hong Kong Society for Quality has championed quality throughout the nation for both individuals and corporations. The rewards have been plenty. And there's still plenty of work to be done.

It is difficult to believe that in this day and age, there are people who still need to be convinced about the value of quality methodology. No matter how much we show, describe, and prove, there are still many executives on the fence. And it is for these people organizations like the Hong Kong Society for Quality and ASQ are so important. Yes, it is our goal to provide offerings to quality practitioners for the betterment of their organizations and careers. But it is also our charge to raise awareness for quality systems. It is grueling work but for a combination of 90 years, the Hong Kong Society for Quality and ASQ have been doing this task, making sure quality, as a process and a profession, is understood and valued. For business excellence is a road to a stronger world and quality is the means for a successful journey.

As the world changes, quality methodology is constant. Yes, there are new and improved tools, but the precepts are constant—rocks embedded in a foundation. This is because quality principles are essential for business excellence.

As global supply chains become conventional and as international standards become increasingly prevalent, the already strong partnership between HKSQ and ASQ will become even stronger.

ASQ is investing in becoming a robust global organization to respond to our growing global membership and to assure all members that ASQ is providing the most current and relevant quality knowledge. We're convinced that these are activities and investments that will grow the community of quality worldwide and ensure a long and prosperous future for the quality associations that make these things possible.

The future is exciting for our organizations. ASQ is proud to include the Hong Kong Society for Quality in our World Partner program. Congratulations on the first 25 years of your quality journey. We look forward to many more fruitful years of collaboration, working together on things that truly matter.

Mr. Peter L. Andres
Chairman
American Society for Quality (ASQ)

Celebrating the



Congratulations on HKSQ celebrating its 25th Anniversary!

My first visit to Hong Kong was in 1976 when I was dispatched by Asian Productivity Organization (APO). My first impression on Hong Kong was that it was very dirty and manufacturing focused, with a GDP per Capita of less than 2,000 US dollars. However, in my latest visit in 2007, I found that Hong Kong has changed dramatically. She is now one of the cleanest cities in the world with a GDP per Capita exceeding 30,000 US dollars. In addition, I learned from the economic data provided by Dr. Kwai-Sang Chin that the service industry generates more than 90% of GDP while the manufacturing industry is now a minor sector of the economy.

I wish that HKSQ will continue to work for developing the quality of products and services in Hong Kong, and it will also contribute to enhancing quality in Asia through collaboration with Asian Network for Quality (ANQ).

Best regards

A handwritten signature in black ink, reading 'Noriaki Kano'.

Dr. Noriaki Kano
*Honorary Chairperson
Asian Network for Quality (ANQ)*

Congratulations

*25th Anniversary of the
Hong Kong Society for Quality*



Asian Network for Quality

Celebrating the



中国质量协会
CHINA ASSOCIATION
FOR QUALITY



致香港品质学会成立二十五周年贺信

尊敬的黎剑虹主席：

值此香港品质学会成立二十五周年之际，我代表中国质量协会的全体成员，向您及贵会同仁表示我们最真诚的问候，并致以衷心的祝贺！

伴随着自身的不断发展，香港品质学会本着提升产品服务质量和推动组织卓越的理念，通过与世界知名质量机构的合作，坚持不懈地传播着质量管理的理论、模式和实践方法，举办了大量的研究、教育、培训、表彰和交流活动，取得了丰硕的成果，得到了社会、企业和专业人员的好评。

香港品质学会一贯支持和积极参与两地的质量管理交流活动，特别是亚洲质量网络组织成立以来，双方在质量专业人员培养，以及会议交流方面进行了广泛合作，取得了不少突破性的进展。此外，两会共同作为亚洲质量网络织的发起组织，通过积极推动质量管理理念和方法的交流和推广，为亚洲各国及企业质量意识的提升、产品和服务质量的提高、人民生活水平的改善做出了重要的贡献。

最后，我们诚挚地祝愿贵会在今后不断发展与创新，与我会一道共同推动香港与内地，亚洲乃至世界的质量事业的发展。

中国质量协会会长
陈邦柱

二〇一一年二月二十四日

25th Anniversary



OFFICE OF THE HON. SAMSON TAM (Information Technology)

立法會議員辦事處(資訊科技界)



Congratulations on the 25th Anniversary of Hong Kong Society for Quality

During the past quarter century, we have witnessed the evolution of quality: realizing the importance of quality has become the most basic requirement for any product and service; it doesn't limit to manufacturing and engineering but more widely applies to education, health care, various services of government departments and non-governmental organizations. Quality management has been developed from the quality control of individual process to integral system approach. This evolution not only meets the needs of different stakeholders, but also takes into account of sustainable development of our society. Therefore, some concepts were born such as environmental management, safety management and corporate social responsibility. The change actually shows the following trend: quality management, in fact, is a kind of sustainable managements to continuously improve the quality of human life, to reduce the waste of social resources and to promote global environmental protection.

It is no doubt that globalization brings new opportunity and challenge for quality management: firstly, it pushes private or public institutions to pursuit performance excellence so as to avoid being eliminated in the increasingly fierce competition; secondly, innovation and technology also expand and perfect concepts and tools of quality management. In recent years, as China increases its attention on quality management thus provides a bigger development space for our quality management professionals.

In the past 25 years, Hong Kong Society for Quality (HKSQ) has provided a very important platform for our experts to maintain continual communications with domestic and overseas counterparts. With increasing requirements on quality management from both Hong Kong and China, I believe HKSQ can certainly make a great contribution in the future.

Dr. Hon Samson Tam Wai Ho
Legislative Councilor (Information Technology Constituency)

HKSQ

Celebrating the



Congratulatory Message for the 25th anniversary of the Hong Kong Society for Quality

I would like to congratulate the Hong Kong Society for Quality on its 25th anniversary. The Silver Jubilee marks not just the establishment of the Society for over two decades, but also the Society's long-term contribution to promote product and service quality in Hong Kong.

With an aim to promote product and service excellence, the Society is active in organising a wide range of seminars, training courses, technical visits, study missions, etc. for quality management professionals. It also actively participates in both local and overseas conferences for knowledge sharing and networking in the international arena.

Taking this opportunity, I would like to thank the Society for their continuous support to the SME Mentorship Programme organised by the Trade and Industry Department. Since the launch of the first round of the SME Mentorship Programme in 2000, over 900 mentees have received free counselling service from their mentors. The success of this Programme owes largely to the active participation of our Co-organisers, including the Hong Kong Society for Quality, in nominating volunteer mentors to provide free counselling to SME entrepreneurs.

I wish the Society continued success in their future endeavours.

Ms. Belinda Kwan
*Assistant Director-General of Trade and Industry
Trade and Industry Department
The Government of the Hong Kong Special Administrative Region*

HK SQ

25th Anniversary



Let Us Join Hands to Promote Quality

On behalf of the Hong Kong Council for Testing and Certification, I would like to offer our heartiest congratulations to the Hong Kong Society for Quality (HKSQ) on its 25th Anniversary.

Over the years, HKSQ has been promoting greater awareness of quality in Hong Kong. The concept of quality is also inherent to the testing and certification industry. On supporting Hong Kong's external trade, the testing and certification industry has been providing high volume of testing and inspection services for consumer products manufactured in Hong Kong and the Pearl River Delta Region. The industry also provides certification services on quality management systems for the factories. Through the services of the industry, quality assurance is provided to overseas buyers. Locally, the testing and certification industry also plays an important role in ensuring the quality of essential elements in our daily life, such as in the testing of food to find out if there are harmful substances or in the testing of construction materials which contributes to the safety of buildings within which we all live and work everyday.

The testing and certification industry is one of the six economic areas identified by Government that Hong Kong enjoys clear advantages has good potential for development. In September 2009, Government established the Hong Kong Council for Testing and Certification, an advisory body, to promote the development of the industry, raise its professional standards and enhance its international recognition. Our vision is for Hong Kong to develop into a testing and certification hub in the region by reinforcing the branding of "Tested in Hong Kong, Certified in Hong Kong".

I sincerely appreciate the support from HKSQ to our work since the establishment of the Hong Kong Council for Testing and Certification. I look forward to continuous cooperation with HKSQ in raising the awareness of quality, in enhancing the professionalism of practitioners and in promoting the development of the testing and certification industry in Hong Kong.

Mr. John Hung
Secretary-General
Hong Kong Council for Testing and Certification

HKSQ

Celebrating the



The Hong Kong Society for Quality (HKSQ) has been promoting quality to the Hong Kong industries since their establishment. I would like to take this opportunity of their 25th anniversary to congratulate them on their success.

Quality is universally accepted as the keystone of success and accreditation underpins quality. Since the establishment of its predecessor in 1985 and with the support of the industries, professionals, academics, users of accreditation service, regulators and other stakeholders, Hong Kong Accreditation Service (HKAS) has been working very hard to provide new accreditation services required by society and to improve the quality of existing ones. More recently, HKAS has extended its accreditation services to cover reference material producers, forensic testing, testing under China Compulsory Certification (CCC) system, identification of Chinese Materia Medica, and certification to ISO 22000 food safety management system. HKAS is also developing other new accreditation services such as OHSAS 18001 occupation health and safety certification and ISO/IEC 27001 for information security management system certification, and testing under the US Energy Star Program, and authentication of food by species identification using DNA sequence analysis.

In parallel, every effort has been made to promote acceptance of results from accredited organizations. Through the multilateral mutual recognition agreements (MRAs) HKAS has signed, HKAS accreditation and results issued by HKAS accredited organizations are recognized by 79 accreditation bodies in 63 economics. To further increase the acceptance of accreditation by HKAS, we are seeking to extend the MRAs to cover environmental management system (EMS) certification and product certification.

I wish HKSQ a memorable anniversary and further success in the future.

Mr. Terence S.S. Chan
Executive Administrator
Hong Kong Accreditation Service

25th Anniversary



Congratulations on the 25th Anniversary of HKSQ

The local testing, inspection and certification (TIC) industry has grown substantially since the 1980's in tandem with the development of the manufacturing economy in Hong Kong and in the Pearl River Delta Region. In 2009, the HKSAR government Task Force on Economic Challenges (TFEC) identified TIC industry as one of six new economic pillars with enormous development potential. The nation's strategic policy to develop Pearl River Delta into "a world base for advanced manufacturing industries" has much for Hong Kong to contribute as a regional testing and certification centre. Although competition is tough, the various competitive advantages, such as quality assurance of services, professional integrity and high efficiency, anchor Hong Kong's market positioning in the intensified global competition.

With the rapid growth of the TIC market, the service providers in the industry are facing unprecedented demand and opportunity. In 2010, the Industry Training Advisory Committee (ITAC) of TIC was established within the Qualifications Framework (QF) of the Education Bureau. One of our major tasks ahead is to develop a suitable work competency model for manpower training and various HRD/HRM functions. The specification of competency standards for positions at various levels will render assistance to employers in devising their manpower and business development plans. It will also facilitate training providers to design appropriate training programmes for employees. As human resources management is one of the pivotal factors that determine a company's as well as the industry's success, promoting a lifelong learning culture will strengthen the professionalism and competitiveness of the industry in the region.

Public awareness of product and service safety, and hence the need for quality assurance is on the rise in recent years. Test and inspection skills alone can no longer satisfy the growing expectations and demands of clients of the TIC industry. TIC practitioners need to professionalize themselves with expertise to keep abreast of the latest quality, safety and environmental standards and requirements. The Specification of Competency Standards (SCSs) developed by the Hong Kong Qualifications Framework (HKQF) can provide standard benchmarks for qualifications in various fields of TIC. Moreover, through the QF recognition platform, professionals in the industry may pursue their goals according to their own career and continuing education roadmaps.

HKSQ has been active in participating in and making contributions to the ITAC. We look forward to maintaining a long term partnership with HKSQ in promoting and pursuing quality assurance and excellence in the industry.

On behalf of the Testing, Inspection and Certification Industry ITAC, I would like to express my whole-hearted congratulations to the HKSQ on its 25th Anniversary.

Mr. YEUNG King-chung, Spencer
Chairman

*Testing, Inspection and Certification Industry Training Advisory Committee
Qualifications Framework*

Celebrating the



Manufacturing & Industrial Division
Hong Kong Institution of Engineers



On behalf of the Manufacturing and Industrial Division of the Hong Kong Institution of Engineers (HKIE – MI Division), I am very pleased to offer my warmest congratulations to the Hong Kong Society for Quality (HKSQ) on its 25th anniversary.

Over the past years, HKSQ has contributed remarkably in enhancing the quality living in Hong Kong by promoting quality development of both products and services. HKSQ has also developed constructive relationship and collaboration with relevant professional bodies therein. HKIE-MI Division shares the mission of HKSQ in pursuit of excellence in quality and reliability with fullest attention to customers' expectations. As professionals in quality, we have to explore and review regularly the changing and future needs of customers and work out a total solution. With increasing customer expectation and product sophistication, rising consumer power, escalating competition, advancing technology, demanding social responsibility, growing globalization and deteriorating environment, it is pretty challenging for us to deliver high quality products and services to meet or exceed the needs of customers with the best costs. It calls for the integration of the technical science, human science and economic science with emphasis on the social outcome or people's quality of life, the economic outcome or the added values, the environmental outcome or the impact on HSE. Industrial Engineering is concerned with the design, improvement and installation of integrated systems of people, material, equipment, information and energy. Quality should be ingrained in every process and integrated into every management system. Besides, the development in Intellectual Capital and Information Technology will further facilitate the advancement in quality management. In addition, demand for shorter life cycles requires us to develop new products and services in a cost efficient and environmentally friendly way. The quality professionals need to focus on end-to-end process based on continuous improvement on top of regulatory compliance.

For the future, organizations which survive and grow would be those that have sound quality management. In striking a balance between different conflicting objectives, no compromise should be made on quality and safety. To face the multitude and diversity of quality challenges in the future, we need to provide all-round educational training but with specialized body of knowledge and best practices on quality for anyone engaging in the quality profession, compounded with a sound continuing professional development program. To sustain a smooth development of the quality profession, we need to grow more young engineers and quality managers. We need to positively influence them with a quality driven mindset, stimulate them to live by a high standard of behavior, social and ethical responsibilities while gearing towards life-long learning. Last but not the least, innovativeness is the quality of every quality.

I value highly HKSQ in promoting quality practices in Hong Kong, in reinforcing quality profession and in providing continuing education to professionals in quality and reliability. I wish the continued success of HKSQ in their future development while taking all the challenges ahead.

Ir. Peter CHAK Chi Kin
Chairman

Manufacturing and Industrial Division, HKIE (session 2010/2011)

25th Anniversary



25th Anniversary of Hong Kong Society for Quality (HKSQ)

The need to find more and better ways to assess the reliability and quality of products is becoming ever more pressing in today's world of high-tech gadgetry. At all levels of society, from urban design and infrastructure to personal entertainment devices, a plethora of new electronic devices is changing the way we live our lives and view the world around us. New technologies appear quickly and people's expectations grow ever stronger, pressing the manufacturing and service industries to scale greater heights in order to stay competitive. In addition, technologically advanced products are so new these days that we cannot be certain how they will fare over the long term; hence the need to research and assess on a continual basis.

At City University of Hong Kong, we have made a deep commitment to innovation and a discovery-rich curriculum, building an environment in which creative thinking, professional programmes and cross-disciplinary research can combine to produce graduates who will contribute significantly to the betterment of society. In whatever field they choose to specialize, all our students, the future leaders of tomorrow, will have to make reliability and quality the cornerstone of their endeavours. Whether they are researching climate issues in our School of Energy and Environment or the integration of technology and the arts in the School of Creative Media, to name just two areas, our graduates will have to confront a world and a workplace that is demanding only the best.

It is important for all of us to appreciate that quality and reliability are inexorably linked to competition. Hong Kong's future depends on coming top and simply being the best. We have history on our side as a society capable of producing high-quality services and we have proved more recently that we have transformed into a successful knowledge-based society with enviable links to mainland China and strong ties with industry and commerce around the world. But to maintain our position we cannot afford to slip. We must constantly strive to reinvigorate and assess in order to stay ahead.

As the president of a university, I am challenged on a daily basis to ensure that the education we provide is of the highest quality. World university rankings carry great weight and, having experienced a steady rise up the league tables to become one of the top universities in Asia and among the elite higher education institutions in the world, we not only need to maintain our position but also, of

HKSQ

Celebrating the

course, improve our standing. While such rankings are in reality only indicative of a university's performance, the numbers are interpreted more often than not as a reflection of the services we offer. Thus, quality is paramount to us.

These thoughts bring me now to the eve of the 25th Anniversary for the Hong Kong Society for Quality. For the past 25 years, you have provided Hong Kong with a wonderful customer-oriented service, reminding all levels of society that quality is essential and reliability the byword for success. On behalf of City University of Hong Kong I want to express my deep admiration for the work that your members have carried out, a level of public service that is truly commendable.

May I wish you all even greater success as you embark on the next 25 years and all your future undertakings!

Best wishes,



Prof. Way Kuo
Fellow, American Society for Quality (ASQ)
President and University Distinguished Professor
City University of Hong Kong

HK SQ

25th Anniversary



Congratulations on the 25th Anniversary of Hong Kong Society for Quality

To the members and officers of the Hong Kong Society for Quality (HKSQ):

I am pleased to take this opportunity to congratulate on the 25th Anniversary of Hong Kong Society for Quality (HKSQ). HKSQ not only promotes greater awareness of the need for quality in Hong Kong to ensure product and service excellence through continuous improvement of quality and customer satisfaction, it also provides continuing education to professionals involved in quality and reliability.

In view of the community need for professional quality and reliability engineers, the Department of Manufacturing Engineering and Engineering Management at City University of Hong Kong (MEEM) has developed a state-of-the-art Bachelor of Engineering programme entitled “BEng (Honours) Total Quality Engineering” (BETQE) since 2009. BETQE aims to equip students with analytical, technical and managerial skills/knowledge in aspects of contemporary quality and reliability engineering, product safety, health and environmental compliance, as well as related technologies in order to prepare them to play key professional roles in the global manufacturing and engineering services industry amidst increasing quality challenges.

MEEM is proud to work with HKSQ in delivering professional education. In addition to joint organization of various seminars and events, HKSQ has granted recognition of “HKSQ Certified Six Sigma Green Belt” to several accredited courses offered in MEEM.

We wish HKSQ continues to have very successful and plentiful achievements in coming future.

Yours Truly,

Prof. Ning Xi
*Head, Department of Manufacturing Engineering
and Engineering Management
City University of Hong Kong*

Celebrating the



As we move further into the new millennium, the rapid advance of information technologies and increasingly integrated global industries mean that there is tremendous demand for knowledge and talents in quality engineering and quality management. Both manufacturing and service industries throughout the world are going through a transition greater than ever before. The field of quality techniques also faces new challenges and is undergoing major change because of the increasing complexity of systems and processes. This provides a rare and exciting opportunity to play an important part in defining the quality discipline and to challenge what has been taken for granted in the past.

More specifically, globalization of the world's economy has become the defining trend of our time. Sitting at the boundaries of several major economic forces here in Hong Kong, we can witness wealth being created by the scaling of old economic barriers. Likewise, we can foresee the need to generate new knowledge to enable us to reassess traditional understanding of quality and productivity, including where, how and with whom we perform our work and ensure, control, and improve the quality of products and services.

For that aspect, we are very lucky to have had the continuous efforts and contributions from Hong Kong Society for Quality (HKSQ) for the past 25 years. HKSQ has been a pioneer in promoting quality in this region, and also serves as a window to the quality societies in other countries. HKSQ's contribution to professional recognition in quality and effective networking and connections within and outside Hong Kong is both unique and outstanding.

I and many of my students and graduates from the Industrial Engineering and Logistics Management Dept at HKUST have greatly benefited from HKSQ for many years. In particular, HKSQ has helped my colleagues and students in upgrading their professional recognition through formal ASQ/HKSQ professional qualification schemes. So far, our alumni have more than 200 HKSQ certified Six Sigma Green Belts and about 10 ASQ certified Six Sigma Black Belts. This has largely enhanced their career development (whether they work in the quality area or not). HKSQ has also helped our students in knowledge build-up through professional seminars, workshops, training courses, industrial visits, and the student project competition it organizes. Our students have actively participated in the HKSQ quality management project competition throughout the years and have won the champions in 2007, 2008, and 2009. All participants have gained invaluable experience on real-world problem solving and quality improvement. Here I would like to thank HKSQ for its contribution to our colleagues, students, and alumni from HKUST. I would also like to congratulate HKSQ on their 25th anniversary and sincerely hope that HKSQ can continue to be a leader in quality for decades to come.

Prof. Fuguee Tsung
Fellow, American Society for Quality (ASQ)
Professor and Head
Dept of Industrial Engineering and Logistics Management
The Hong Kong University of Science and Technology (HKUST)

25th Anniversary



Congratulations on the 25th Anniversary of Hong Kong Society for Quality

The Department of Industrial and Systems Engineering (ISE) at The Hong Kong Polytechnic University (PolyU) was founded four decades ago. Before rebranding ourselves as ISE, we were known as Production and Industrial Engineering (PIE) from the 1970s to mid-1980s, Manufacturing Engineering (MFG) from mid-1980s to 2000. These changes echo the transformations of Hong Kong's economy in the past decades and the realignment of the department's academic programmes and scholarly activities to match with the changing needs of the local businesses and industry.

Ever since its formative years in the 1970s, "Quality" has been a core theme in ISE's major educational programmes. Recognizing the community's pressing need for professionals in the quality discipline, the Department launched the programme leading to the award of BSc (Honours) in Industrial Quality Management (BSclQM) in 2000. The programme is the first of its kind in Hong Kong, and it is well received in the community as the preferred route for practising managers, executives and technologists to obtain an undergraduate degree in quality. We also offer a range of graduate level courses in the "Quality and Reliability" domain. Furthermore, the Department is the founder of the series of International Conferences on Quality and Reliability (ICQR), the first two of which were held in Hong Kong in 1995 and 1997, respectively. These conferences have attracted a large number of participants who are scholars and practitioners in various fields of quality and reliability around the world. The other places that had hosted the ICQR Conferences include Beijing, Melbourne, and Thailand.

ISE is honoured to be a strategic partner of HKSQ since the founding of the Society 25 years ago. Over the years, we collaborate with HKSQ in organizing joint seminars and offering support to various events organized by the Society. We are also pleased that the Society has accredited one of our courses for meeting the knowledge requirements of "HKSQ Certified Six Sigma Green Belt". Our students and alumni benefited a lot through participation in seminars, training courses, technical visits, and student project competitions organized by HKSQ. These events and continuing professional development activities helped them a lot in their career development and in expanding their social network in the profession.

I take great pleasure to congratulate Hong Kong Society for Quality (HKSQ) on its 25th Anniversary. HKSQ has established itself as a leader in quality. We pledge to continue our partnership with HKSQ, and sincerely wish that its admirable achievements in the past will be replicated for many more years to come.

Prof. H.C. Man
Professor and Head
Department of Industrial and Systems Engineering
The Hong Kong Polytechnic University

Celebrating the

SGS



Congratulations on The 25th Anniversary of Hong Kong Society for Quality

It is my great pleasure to offer my heartiest congratulation to Hong Kong Society for Quality on the occasion of her 25th Anniversary.

In the past 25 years, HKSQ acted as a professional quality focused association and devoted in the development of quality professionals in different industries, from manufacturing to service sectors. With the active participation from corporate and individual members, and co-operation with other professional associations, HKSQ has demonstrated great success in promoting and enhancing quality management, leading to business excellence and benefiting all quality excellence organizations, as well as improving the competence level of quality professionals working in these organizations.

I sincerely hope that HKSQ will continue her pioneering spirit, efforts and track record of successes in promoting world class quality management development in Hong Kong.

Mr. Ben Tsang
*Senior Director, China & HK
Systems & Services Certification
SGS Hong Kong Ltd.*

25th Anniversary



Congratulatory Message for the 25th Anniversary of Hong Kong Society for Quality CSR – moving up to the next step of Quality

I would like to express my heartiest congratulations to Hong Kong Society for Quality on their 25th Anniversary, a milestone which deserves recognition. HKSQ has made a notable contribution to the promotion and advancement of quality tools, principles, and practices in workplaces in Hong Kong.

Quality is important to an organisation which wishes to satisfy the needs of various stakeholders and build its competitive edge. In 2009, the Hong Kong Government identified testing and certification as one of its six pillar industries, highlighting the significance of quality to the overall development of industry and commerce. To stay ahead of competition in the globalised marketplace, it is a must for corporations to pursue excellence in their products and services. But this alone is no longer enough to satisfy consumers, who have become more sophisticated and more aware of good corporate behaviour, or the lack thereof.

Business has already entered a new era where sustainable development is an essential factor for success. Consumers still demand high quality products and services as always; at the same time, however, they have a greater interest in sustainability and are paying much more attention to how companies consider the social and environmental implications of their decisions and practices. The business world has also realised the benefits and necessity of Corporate Social Responsibility (CSR) for ensuring future sustainability, and how this can turn into competitive advantages and long-term success.

On 1 November 2010, ISO made its first entry into the sustainability arena with the long-awaited approval of the ISO 26000 Guidance on Social Responsibility. This international standard provides complete guidance on understanding and implementing CSR and so can serve as a reference for corporations and organisations as they integrate their management systems with social responsibility and sustainability. This has indeed marked a milestone for the global development of this issue of ever-increasing interest.

The HKQAA realised the potential of ISO 26000 and strove to assist organisations to implement its guidance. We launched the “HKQAA-HSBC CSR Index”, which was designed with reference to ISO 26000, to provide a comprehensive framework of CSR objectives for organisations to fulfill.

After years of development, the scope of quality has extended from product control alone to business management, and the days when all businesses take sustainable development into account are just ahead. We and the HKSQ share the common vision of advancing quality principles in Hong Kong. May we join hands to serve industry and society in the future. Congratulations once again.

Dr. Michael P. H. Lam
Chief Executive Officer
Hong Kong Quality Assurance Agency

Celebrating the



Striving for Innovation and Quality in HKSTPC

Congratulations on the 25th Anniversary of Hong Kong Society for Quality (HKSQ)! Hong Kong Science & Technology Parks Corporation (HKSTPC) is pleased to support HKSQ in promoting quality and technological development. HKSTPC has become the first HKSQ corporate member in 2007. Since then, our engineers have participated in various quality and laboratory related training courses, seminars and visits organized by HKSQ to enrich and exchange their knowledge.

HKSTPC's vision is "Transforming innovation and technological advancement into value creation that benefits Hong Kong, Mainland, and the world." It indicates the perfect match of Innovation (new ideas) and Quality (created value for customers). We provide the state-of-the-art infrastructure in the Park, blending world-class technology, which favors hi-tech companies to strive for scientific and technological excellence. Our engineers are very committed to quality, an attitude that each researcher and engineer should implant into their professional development and work so as to achieve the level of excellence.

HKSTPC has been awarded a number of quality certifications. Our Technology Support Centre has been certified to comply with ISO 9001 and OHSAS 18001, whereas our IC Failure Analysis Laboratory (ICFAL), Material Analysis Laboratory (MAL) and Reliability Laboratory (RL) have achieved HOKLAS accreditation. The Wireless Communications Testing Laboratory (WCTL) has achieved CNAS accreditation. Furthermore, our IC Design and IP Servicing Centre has achieved ISO 27001 certification. At the corporate level, HKSTPC is planning to achieve ISO 9001 certification.

We take this opportunity to wish HKSQ, our reliable partner in quality assurance, every success in promoting the awareness of quality to sustain the competitiveness of Hong Kong.

Mr. Allen Yeung
Vice President

*Business Development and Technology Support
Hong Kong Science and Technology Parks Corporation*

25th Anniversary



CMA Testing
and Certification
Laboratories
廠商會檢定中心



New Quality Trend: Global Sustainability

Quality control is generally applied in production and manufacturing in many corporations to enhance efficiency and reduce defect rates. With rising concern on the environment, "Global Sustainability" becomes the new quality trend.

The idea of "Sustainability" covers a wider meaning than just conservation of natural resources. It refers to a continuous process of maintaining economic prosperity while keeping environmental needs in balance. Corporations are facing the challenges of rising prices of materials and insufficient supply due to over exploitation of natural resources. In recent years, "Sustainability" has become a new target of many corporations. Environmental concern becomes a new trend that determines policies and business decisions. This is reflected in the widespread pursuit of making the Earth a "Better Living Place" in the business sector.

CMA Testing has the vision to help corporations in applying sustainability in their businesses by providing a series of environmental solutions to schools, corporations and manufacturers. Our green services include:

- Carbon audit
- REACH consultancy, tests on SVHC and chemical analysis
- Indoor air quality certification,
- VOC measuring
- Water quality monitoring and other related tests.

With the funding and support from Environmental Protection Department and Trade and Industry Department, we have launched several "Green programmes" tailored for manufacturers and corporations to deliver Green Messages such as latest regulation updates, new market trends and requirements concerning environmental protection and green solutions.

We gladly extend our congratulations to Hong Kong Society for Quality on its 25th Anniversary. We wish the society every success on promotion to raise industry's awareness on quality.

Mr. Dominic Lam
General Manager of Operations
CMA Testing and Certification Laboratories

LIFT UP YOUR BUSINESS POTENTIAL

With increasing volatility in the global business environment, the level of risks rises. Quality management is greatly influenced by the trend of globalization in business.

"Risk management in operations is currently the main topic of concern," said Dr Mike Lai, Programme Director of the MSc in Quality Management programme offered by The Hong Kong Polytechnic University (PolyU). "A volatile environment increases the possibility of different risky events, for example, disruption in the supply of materials or carrier services which could badly affect stability in business operations, product quality, and resultant customer satisfaction. Therefore, knowledge in risk management is important for enterprises to effectively devise business continuity plan and mitigate different types of risk in operations."

The PolyU MSc in Quality Management programme attracts students from a variety of industries. "Most of our students are managers or executives involved in process and/or quality management of manufacturing or services," said Dr Lai. "They apply management knowledge and tools to improve quality performance and develop lean thinking, project management and other competence."



PolyU MSc in Quality Management

This multi-disciplinary programme draws on expertise from the Faculty of Business and other PolyU units, such as the Department of Industrial and Systems Engineering and the Institute of Textiles and Clothing. It provides in-depth training in quality management with specialized subjects such as Supplier Development and Models for Decision Making. This is a unique cross-discipline programme in quality management at Master's degree level offered by a local university to serve the professional needs in Hong Kong and the Chinese mainland.

For further information, please visit our website www.polyu.edu.hk/gsb/lms, or contact the Graduate School of Business by telephone at (852) 2766 7409, or email gsblgt@inet.polyu.edu.hk. For enquiries on academic matters, please contact Dr Peter Lee by telephone at (852) 2766 7415, or email lgtplee@inet.polyu.edu.hk.



The above programme has been included in the list of reimbursable courses for Continuing Education Fund (CEF) purposes.



THE HONG KONG
POLYTECHNIC UNIVERSITY
香港理工大學



About PolyU Graduate School of Business

The Graduate School of Business (GSB) of the Faculty of Business is the first graduate business school established in Hong Kong. The School is ranked 70th in the world, the 4th in Asia and the 2nd in Hong Kong, according to UTD (The University of Texas at Dallas) 2005-2009 ranking of business schools. Apart from research degrees, the School offers currently 18 taught programmes in Hong Kong and six taught programmes in Mainland China leading to Postgraduate diplomas, Master's degrees and Doctor's degrees.

PolyU Faculty of Business is among a small group of triple-accredited business schools in the world with AACSB (The Association to Advance Collegiate Schools of Business), EQUIS (European Quality Improvement System) and AMBA (Association of MBAs) accreditations.

We are among a small group of business schools worldwide with Triple Accreditation :



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Hong Kong

Room 7-9, 22/F, Lucida Industrial Building,
43-47 Wang Lung Street, Tsuen Wan, NT
Tel : +852-2493 0021
Fax: +852-2413 3655

China

Plainvim Industrial Park, Building D, 3/F,
ZhongXing Road, DongKeng Town, DongGuan City
Tel : +86-769-8101 3838
Fax: +86-769-8101 3839

UK

Little Braxted Hall, Little Braxted, Essex,
United Kingdom, CM8 3EU
Tel : +44-01376 500068
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Celebrating the

Feature Articles

HKSQ

25th Anniversary



From Quality to Business Excellence

Dr. Noriaki Kano

Nowadays, it is not technically very difficult to produce goods of high quality. What is difficult instead is to provide goods and services with quality which will please customers, secure profits and realize business excellence in a highly competitive environment.

What is most important to that end is to identify the uniqueness of your own organization, deploy a business in a field which brings the best of such uniqueness, select the most promising customer segment for it, and meet these customers' expressed and latent requirements efficiently.

A few years ago, I delivered a lecture in Nepal on the theme of competitiveness. I began my lecture by saying that the best way to improve the country's competitiveness is "not to compete with others". I suggested that it was already too late for Nepal to start promoting manufacturing, and therefore, Nepal should nurture industry by focusing on tourism. I believe it is the best strategy toward achieving business excellence, and ultimately national excellence, Nepal's uniqueness includes the Himalayan Mountains, which are truly the blessings of God, and the fact that it lies between two huge countries with amazing manufacturing development, namely, China and India.

In a traditional industry like agriculture, one-day delay in work is not likely to cause any trouble. But in contrast, manufacturing requires workers to adhere everyday to a strict work schedule based on a takt time in the order of minutes or even seconds, resulting in enormous stress on the part of the workers. In the two gigantic countries which are pressing forward with the promotion of manufacturing industry, more and more people are starting to suffer from accumulated stress. As these two countries become economically better off, there will be increased demand for tourism which enables their people to relieve pent-up stress and refresh. Development of manufacturing industry inevitably causes environmental issues. It would be wise for Nepal not to pollute the blessings of God with manufacturing industry. They need not jump into the turmoil of competition when many other Asian countries are already intent on promoting their manufacturing industry.

Celebrating the

When HKSQ was established, Hong Kong was still a society centering around manufacturing. However, as China started to go on its economic development path in the 1980s, Hong Kong decided to leave manufacturing to China, and began to pursue industrial policies focusing on the four key industries of finance, tourism, trading and logistics, and professional services, making the best of its geographic, historical and cultural characteristics. Hong Kong has selected an industrial model that leverages the uniqueness of Hong Kong, and has achieved outstanding prosperity.

From the above-mentioned cases of Nepal and Hong Kong, the importance of the headline of this message will be fully appreciated. There are companies which enthusiastically promote quality company-wide, and yet are unable to achieve business excellence. In fact, many of them are having a hard time, because they are trying to sell goods and services to a customer segment they are poor at serving in a field where they are poor at performing. In pursuit of a way “from quality to business excellence”, it is necessary to begin by selecting an ideal target customer segment in a field in which your organization can perform best.



Dr. Noriaki Kano
*Honorary Chairperson
Asian Network for Quality (ANQ)*

25th Anniversary



BUSINESS EXCELLENCE SOLUTIONS



A Journey to Excellence Requires Quality

Gregory H. Watson

Quality is such a common word that its use defies clear meaning. Sometimes quality is used to describe the attribute of a product or the outcome of a job: as in “that product has high quality” or “you do quality work.” Other times we talk about quality as if it were a toolkit or procedure when we speak about “quality tools and methods” or say that we are going to solve a problem by “using quality.” Finally, we also speak about quality as if it is a job to be done as in “I work in quality.” So how can we define quality clearly?

Consider also how different cultures think of quality in different ways. Studies have shown that in Japan quality is equated with ‘perfection’ while in Germany quality is related to ‘compliance’ but in France it relates to ‘luxury’ but in pragmatic America quality means just ‘good enough’ – So what is it customers want when they demand quality? First, we must note that this customer request is not the same meaning of quality when it is used inside organizations.

Quality gurus have defined quality as “fitness to use” or “conformity to requirements” – but these definitions beg the issue by focusing upon a specific outcome – attributes of achievements or the result of specific activity. However, our normal usage does not limit the application of quality to this single way of speaking. So, what exactly is quality?

It seems that we speak of quality in three different ways: as an activity or something that we do as a means to attain an outcome (process, tools and methods); we also speak of quality in terms of the attributes that are achieved to be able to indicate a successful outcome (characteristics, features or traits that indicate progress toward in our achievements); and finally, we speak of quality in terms of the deliverable of the outcome (the relative level of performance that has been achieved).

What we mean by all this is that quality is a process that employs tools and methods to achieve a desired outcome. The process begins with understanding the final result we would like to deliver to the recipient of the process – our customer. After we identify this targeted result, then we work to design our deliverable so we can set an expectation for what our customer will receive. This is the promise that we make about our work. However, when that work is presented to the customer, it is their perception of the alignment of the relative goodness of that deliverable to both our promise and their expectation that defines what the quality of the outcome is.

So, if this is true, then quality is really the facilitator of a journey. It has levels that define our progress along the way and it uses resources to achieve the outcome. What is the outcome? If we do things the right way then the result of

Celebrating the

success on our quality journey is the achievement of excellence. So, excellence is the destination of the quality journey. As Aristotle described it excellence is a result of habit and it is quality that is the habit which achieves excellence. Quality provides the means and body of knowledge for attaining excellence as an outcome.

Systems engineering observes measurement of a system's performance as consisting of two distinct factors – level of performance achieved as well as the rate of change. Quality helps us to define the levels of performance. Standards represent the minimal level of achievement on this performance scale while excellence defines the level of aspiration for our achievements. The journey traveled is a pathway that first defines making order out of chaos to achieve standard performance and then the second part of the journey to elevate standard performance to leadership performance which is the quality journey toward excellence.

So, contrary to some who would argue that the way to quality is through ISO9000 or that it must be achieved through application of a Business Excellence model or that specific tools and methods like Lean Six Sigma are essential to achieve quality, I say that all are essential ingredients to a successful journey. Just as each trip that we take requires different preparations, so our journeys toward the achievement of excellence require different methods, tools, objectives, interim targets and goals for achievement. Quality and excellence are compatible – indeed it is essential that they be combined in order to achieve sustainable levels of performance as judged by our customers.

So by doing quality and being quality, we become excellent and this journey we travel uses quality at each step to achieve ever higher levels of excellence. Quality is required each step of the way as we progress and mature in its application. While excellence is the destination, without quality we will not get there and remain there. Quality must be in all aspects of whatever business we pursue if we ever wish to achieve sustainable excellence.

Gregory H. Watson is President and an Academician in the International Academy for Quality; past-President and Fellow of the American Society for Quality; as well as Senior Vice President, International and Fellow of the Institute for Industrial Engineers. He is Chairman of Business Excellence Solutions, Ltd. of Finland. Mr. Watson was the first non-Japanese to be awarded a Deming Medal by the Union of Japanese Scientists and Engineers (JUSE), the Deming Distinguished Service Award in 2009. In 2010 the American Productivity & Quality Center awarded Mr. Watson the C. Jackson Grayson Distinguished Quality Pioneer Medal. The Board of Directors of the American Society for Quality has voted to award him its Distinguished Service Medal in 2011.

25th Anniversary



Japanese Quality Management Practice

Shu Yamada

At the beginning, I must express my sincere congratulations on the 25th Anniversary of Hong Kong Society for Quality (HKSQ) and my honor to be invited to send a message. It is a respectable achievement that HKSQ has contributed to the progress of quality management by adapting to the drastic change of the business environment. One example is a shift of major industry from manufacturing to service industry. Another example is globalization including the rapid growth on the mainland of China that required various collaborations, such as manufacturing areas in Shenzhen.

When we review the progress of quality management in Japan in the past 25 years, the business environment also required modification of quality management. 25 years ago, Japanese products had been recognized to have high quality. Various quality management principles, promotion vehicles and tools had been developed and applied to achieve the high quality.

Examples of the quality principles developed in Japan include “customer first”, “top management leadership”, “based on data”, “the next process is our customer”, “systematic approach”, “all employee involvement”, and so forth. These principles have played an important role in deciding the direction of quality management. Furthermore, some of these quality principles have been embedded into ISO 9000. The vehicles that promote quality include Quality Circles and small group activities, policy management, daily management, problem solving QC story, education and training. The key role of these vehicles is to promote quality management in various places. For example policy management is effective for the determination and deployment of top management policy on quality to all employees. Daily management is effective for making all processes stable. The quality tools include the seven QC tools, Statistical techniques, Quality Function Deployment (QFD), Failure Mode and Effect Analysis (FMEA), Error proofing (Poka-yoke), and so forth. In the actual practice of quality management, such as problems solving projects, these tools are effective in various processes. The marketing process should obtain customer needs that will be reflected in product and service design, developed in collaboration with design process. QFD is the effective tool for such purpose. Statistical tools including the seven QC tools are widely applied in many processes such as design and production processes for quality improvement. In addition, FMEA and error proofing are effective for both corrective and preventive actions to be applied to address quality problems.

HKSQ

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In the recent quality management practice in Japan, the quality management principles, promotion vehicles and tools still play a role as critical as 25 years ago. The major difference from the situation 25 years ago is the level of completeness to utilize the promotion vehicles and tools. For example, the progress of IT technology enables prompt and deep communication amongst processes so that timely feedback on detailed system status can be obtained, thereby facilitating policy management. Furthermore, statistical tools are widely applied in computer simulation that is a key tool in the design process, such as digital engineering. In addition, preventive actions before occurrence of problem are critical to many industries, manufacturing in particular. Thorough application of FMEA and error proofing is required for this purpose.

The practice of promotion vehicles and tools has progressed to adapt to the changed business environment. With regard to the quality management principles, their importance are the same and will remain the same in future. While the term “lean” has become popular in the world except Japan, there are few Japanese companies that utilize the term “lean”. The core of lean is to pursue high efficiency that has already been recognized as an important quality management principle. In other words, the vehicles and tools should evolve by adhering to the same quality management principles.

Prof. Shu Yamada
Professor of Quality Management
Graduate School of Business Sciences
University of Tsukuba

25th Anniversary



Sustaining Growth through Quality Innovation

Dr. Hiroshi Osada

The economies of advanced countries such as the United States and Japan have retrenched significantly as a consequence of the Lehman Shock of September 2008, and the environment that surrounds Japanese enterprises has deteriorated rapidly due to the sudden rise of prices of natural resources such as oil and iron ores.

In the face of this big change of the environment, Japanese enterprises should improve management performance further, and it is necessary for them to create higher customer value so as to maintain continuous growth and strengthen global competitive edge. For this reason, enterprises should introduce management innovation.

Innovation is the only source of autonomous and sustainable growth of the enterprise.

The focus of innovation should not be limited to technological change, it should also cover products, services, production processes, supply chains, and corporate governance.

Since the bud of innovation lurks in all places of the enterprise, innovation management is needed in order to actualize the bud and turn it into customer value that will create new business opportunities.

There are two types of innovation, namely improvement type (incremental innovation) and reform type (radical innovation). Radical innovation is needed now. This type of innovation involves significant change of product concepts, business structures, or business models. Amongst the various focus areas of radical innovation, those that relate to quality innovation are of particular importance. Quality innovation may have wide ranging objectives, focusing not only on product /service quality but also management quality which creates product/service quality.

TQM plays an important role as the tool for quality innovation.

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Strong leadership of top management and total participation of all employees are indispensable to achieving quality innovation by TQM, and sustaining quality innovation needs innovative corporate culture and high organizational capability, the enablers of continuous TQM activities.

Taking up the enterprise's management issues and solving them promptly by TQM will cause successful innovation. Thus, TQM is an important tool for strengthening an organization's competitiveness through quality innovation.

Dr. Hiroshi Osada
*Professor, Graduate School of Innovation Management
Tokyo Institute of Technology*

Dr. Hiroshi Osada studied Quality Control in the Graduate School of Engineering, University of Tokyo. After graduation, he joined Asahi Chemical Co. as General Manager with responsibilities covering plastics business, strategic business planning and TQM. He started his teaching career when he joined University of Yamanashi as Professor of the University in 1999.

In 2005, he was appointed as Professor, Graduate School of Innovation Management, Tokyo Institute of Technology. Dr. Osada is the awardee of several prizes for his excellent articles and books on the study of total quality management (TQM), such as the Nikkei Quality Control Literature Prize, the Quality Technology Prize, the QC Prize, and The Deming Prize for Individuals in 2009. He is now a member of IAQ(International Academy for Quality) and President of Japanese Society of Technology Management. He is also external auditor of Sekisui Chemical Co. Ltd.

25th Anniversary



中国质量协会
CHINA ASSOCIATION
FOR QUALITY



中国质量管理的回顾与展望

中国质量协会成立于1979年，正值中国大陆实行改革开放政策，实现由计划经济向社会主义市场经济转变的初期。大多数企业产品品种单一、质量不高，质量管理基础薄弱，缺乏与国际接轨的质量意识和质量管理理念、方法。中国质量协会作为当时唯一的全国性质量组织，在政府部门的指导和支持下，从引进、推广全面质量管理入手，大规模地开展质量知识的普及教育，组织开展QC小组活动，推动用户满意理念的建立和用户满意工程活动，为企业建立质量管理体系、开展质量管理工作、提高质量水平提供指导和服务。这些质量推进工作取得了丰硕的成果，30多年来，全国累计3000多万名员工接受质量知识的普及教育，注册QC小组近3000万个，20多万家企业通过ISO9001质量管理体系认证。近年随着中国企业与国际接轨、参与全球市场竞争程度的提高，我们又与政府及相关组织一起适时推广了卓越绩效、六西格玛等管理模式和方法，推动企业质量竞争力不断提高，截至2010年，已有83家企业荣获全国质量奖。

经过30多年的不懈努力，中国社会和企业对质量重要性的认识有很大提高，产品质量水平有了很大提高，企业的技术、设备水平、人员素质也有了极大的改善，我国有色金属、石化行业的产品标准和实物质量已与国际水平接轨，机床、发电机、家电产品等达到国际先进水平，通信网络设备，新一代移动通信，数字音频视频，新型显示器等产品的主要功能和性能达到国际先进水平，工程质量和服务质量也有了明显改善。但勿庸讳言，随着社会进步和经济全球化竞争的发展，中国的质量也面临新的要求和挑战。

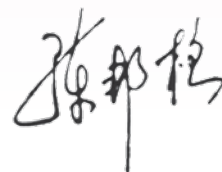
从国际质量发展形势看，经济全球化和科学技术进步是推进质量发展的主要动力。狭义的质量已不能满足现代的要求，广义的质量，也就是大质量概念，影响着质量发展方向。质量管理不仅要关注产品质量和企业内部各环节的控制，更要重视整个质量价值链的培育和优化，要更加关注人的因素，以人为本，调动人的责任感和主动性，实现质量和经营绩效的提升。通过质量改进，改善人们的工作环境、生活水平与生存环境是时代的主旋律；随着信息技术的进步，要更加强调质量管理方法和工具运用的科学性、适用性，关注面对企业经营管理实际和创新发展需求，解决问题的能力及创造价值的能力。

从国内质量发展形势看，今后五到十年是我国继续推行全面质量管理，实施以质取胜战略，建设质量强国的关键时期。改革开放以来，产品质量的提高，较好地满足了人民群众的消费需求，增强了我国产品的国际竞争力，应当给予充分肯定。

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但在一些领域与国际先进水平相比，我国还存在较大差距。部分产品档次低，质量稳定性、可靠性差，部分高新技术和关键材料还要依赖进口。从需要解决的时代重大质量课题和我国推行全面质量管理中存在的主要问题看，我们既要积极应对气候变暖、低碳经济、金融危机、社会责任、环境保护、可持续发展、走新型工业化道路、大中型企业实施质量经营和国际化经营，以及提升中小企业竞争能力等时代课题带来的挑战，认真提出改进和解决方案，又要认真解决在推行全面质量管理中存在的对质量管理科学研究重视不够、质量教育培训投入偏低、质量管理工具与方法科学准确性能力较弱、质量信息化管理与利用水平落后等问题。因此，解决好质量和发展的矛盾是一项十分艰巨、复杂、紧迫的战略任务。此外，服务业的增长是社会进步的必然结果，加强对服务质量管理的研究和实践指导是我们面临的重要课题。这些问题已引起中国政府的高度重视，有关质量和经济的主管部门正着力协调解决相关问题，并支持各专业组织开展相关的研究和服务。

面向未来，质量组织任重道远。中国质协已部署新的发展规划，要密切联系政府和有关部门，凝聚和带领全国的广大质量专家、企业和质量工作者，加强质量领域的学术研究，认真分析解决当代质量领域的重大课题，着力探索中国特色的质量管理理论和方法体系，促进我国质量管理与世界质量管理的交流、融合、创新与发展。我们相信，在中国政府、质量组织和广大企业的共同努力下，中国质量的整体水平一定会不断提高，为中国乃至世界经济发展和文明进步作出自己的贡献。



中国质量协会会长
陈邦柱

25th Anniversary



Quality Evolution in Hong Kong

Lotto Lai

The evolution of quality in Hong Kong along the dimensions of government support, industry associations / quality societies, and quality awards, can be summarized in Figure 1. After reviewing almost two decades of Hong Kong's industrial development, Chin summarized the following stages of quality management practices in Hong Kong (Chin, et al., 2000):

Before the 1990s	: Era of Poor Quality Consciousness
Early 1990s	: Introduction of the ISO 9000 Series of quality management standards
Mid-1990s	: Awareness of Continuous Quality Improvement
Towards 2000 and Beyond	: Adoption of Total Quality Management

Going into the 21st Century, China's accession to the WTO and implementation of the Closer Economic Partnership Arrangement (CEPA) between the mainland and Hong Kong have brought new opportunities and challenges to Hong Kong industry.

The ISO 9000 series of standards have been vigorously implemented in Hong Kong since the 1990s. TQM was the next wave of quality evolution. However, it was not fully successful due to uncertainties of the return on investment in management systems. Recently, adoption of lean and six sigma becomes very popular in Hong Kong. After the establishment of Hong Kong Science and Technology Parks Corporation (HKSTP), Hong Kong Applied Science and Technology Research Institute Company Limited (ASTRI), and Hong Kong R&D Centre, innovation becomes a new wave in the field of quality. Recently, Hong Kong Council for Testing and Certification (HKCTC), and Hong Kong Qualifications Framework - Testing, Inspection and Certification Industry Training Advisory Committee (HKQF - TIC-ITAC) were established to develop Hong Kong into Asia's Centre for Testing and Certification. It indicates our recognition that Quality Service (Testing, Inspection and Certification) is a high value-added economic sector of the city. Hong Kong's quality management philosophy has matured from ISO 9000 series to TQM, then to Six Sigma and Lean; eventually, it will further mature to Innovation and Quality Service.

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Figure 1. Evolution of Quality in Hong Kong

Year	Government & Industry	Societies	Quality Award
60s	1934 – CMA 1947 – HKIE 1960 – FHKI 1963 – HKSTC 1967 – HKPC	1960 – HKMA	
70s	1978 – Hong Kong Q-Mark Council 1979 – CMATC		
80s	1981 – HKTIC (HKACL) 1985 – HOKLAS 1989 – HKQAA	1983 – HKQMA (HKQCA) 1986 – HKSQ (ASQ-HK)	1989 – Governor's Award for Industry
90s	1998 – HKAS (HKCAS) 1999 – HKIAS	1991 – IQA (HK Branch)	1991 – HKMA-QA 1993 – HKQCA 1994 – HKIA 1997 – Hong Kong Award for Services
2000	2001 – HKSTP 2001 – ASTRI 2001 to 2006 – HK R&D Centre 2009 – HKCTC	2003 – SSI 2004 – SSS	2005 – HKIA (Merge Service; Merge Productivity & Quality)
2010	2010 – HKQF-TIC-ITAC		

The Chinese Manufacturers' Association of Hong Kong (CMA); The Engineering Society of Hong Kong (HKIE); Federation of Hong Kong Industries (FHKI); Hong Kong Management Association (HKMA); Hong Kong Standards and Testing Centre (HKSTC); Hong Kong Productivity Council (HKPC); Hong Kong Q-Mark Council; CMA Testing and Certification Laboratories (CMATCL); Hong Kong Association of Certification Laboratories Limited (HKACL); Hong Kong Association for Testing, Inspection and Certification Limited (HKTIC); Hong Kong Quality Management Association Limited (HKQMA); Hong Kong Society for Quality (HKSQ); Hong Kong Laboratory Accreditation Scheme (HOKLAS); Hong Kong Quality Assurance Agency (HKQAA); Hong Kong Awards for Industry (HKIA); Chartered Quality Institute (CQI), Institute of Quality Assurance (IQA), Hong Kong Branch; HKMA - Quality Award; Hong Kong Quality Circle Award (HKQCA); Hong Kong Award for Services; Hong Kong Accreditation Service (HKAS); Hong Kong Science and Technology Parks Corporation (HKSTP); Hong Kong Applied Science and Technology Research Institute Company Limited (ASTRI); Hong Kong R&D Centre; Six Sigma Institute Ltd. (SSI); Six Sigma Society of Hong Kong (SSS); Hong Kong Council for Testing and Certification (HKCTC); Hong Kong Qualifications Framework - Testing, Inspection & Certification Industry Training Advisory Committee (HKQF - TIC-ITAC).

HKSQ Quality Professional Development (QProD) Gap Analysis Model

Quality professionals play the roles of leader, facilitator, business partner, project manager, team leader, consultant and educator (Lai, et al., 2006). Attitude, Skills and Knowledge (ASK) have been recognized by industry as the principal dimensions that determine competency of a quality professional. The Quality Professional Development (QProD) Gap Analysis Model shown in Figure 2 is proposed to support development of the Body of Knowledge (BoK) for quality professionals and determination of the gap between the talents needed by industry and people trained by educational institutions. Quality societies such as HKSQ function as bridges to reduce the gap between industry and the education sector. Industry needs quality professionals who possess capabilities demonstrated in Know-how (Knowledge or Body of Knowledge) and Experience (including development of the needed Attitude and Skills). Educational institutions produce graduates knowledgeable in the basic quality concepts, methodologies and tools. Fresh graduates are weak in professional know-how and they are lack of experience (Gap 1 in Figure 2). A quality society can provide training and offer recognition schemes that will help to reduce gaps between the needs of industry and the services provided by educational institutions. The various gaps in the Quality Professional Gap Analysis Model are listed below:

- Gap 1: Differences between Industry's expectations of competent Quality Professionals, and Educational Institution's perceptions of those expectations
- Gap 2: Differences between Educational Institution's perceptions of the requirement for Quality Professionals and the design of quality related study programs
- Gap 3: Differences between the abilities of Graduates produced by Educational Institutions and Industry's requirements for Quality Professionals
- Gap 4: Differences between the Competence of Quality Professionals required by industry and the abilities to be acquired to gain Quality Society recognition, such as Certified Six Sigma Green Belt, and Certified Laboratory Quality Specialist awarded by Hong Kong Society for Quality (HKSQ)
- Gap 5: Differences between Industry's expectations of competent Quality Professionals and the average performance of practicing Quality Professionals
- Gap 6: Differences between the abilities of professionals recognized by Quality Societies and Industrial employment requirements for Quality Professionals

The following case demonstrates the role played by a quality society in serving as a bridge that links university educational programs and the needs of Industry for competent professionals. It was recognized that many graduates of Biology and

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Chemistry Department (BCH), City University of Hong Kong (CityU) encountered difficulties working in Hong Kong's laboratory industry because they do not have adequate knowledge in managing quality in a laboratory environment, especially the ISO/IEC 17025 requirements. To address the identified need of the industry, a training course entitled "Certificate Course in Quality Management for Laboratory" has been developed and launched by HKSQ in collaboration with BCH, CityU in 2005. Moreover, HKSQ also developed a certification scheme entitled Certified Laboratory Quality Specialist (CLabQS) to recognize quality professionals who work in the laboratory industry.

The proposed Quality Professional Development (QProfD) Gap Analysis Model is a conceptual framework that shows the different gaps that exist among services offered by educational institutions and quality societies, and industry requirements. The principles that underpin the model are classified into three groups: Education, Know-how and Experience. A quality society can use these principles to develop educated talents to meet industry needs. Further study is required to identify the characteristics of the gaps in the model. The recommended directions for future research on the model are listed below (Lai, et al., 2008):

- 1) Gaps 1, 2 and 3 in the model need to be studied by educational institutions, because such information can be used to enhance study programs designed to develop quality professionals, and understand the gap between university graduates' abilities and industry needs.
- 2) Gaps 4, 5 and 6 in the model need to be studied by quality societies, in order to fulfill industry's talents requirements relating to quality professionals, and promote recognition of professional certification schemes operated by quality societies.

Ir. Dr. Lotto Lai
Fellow, HKSQ
2009-2010 Chairman

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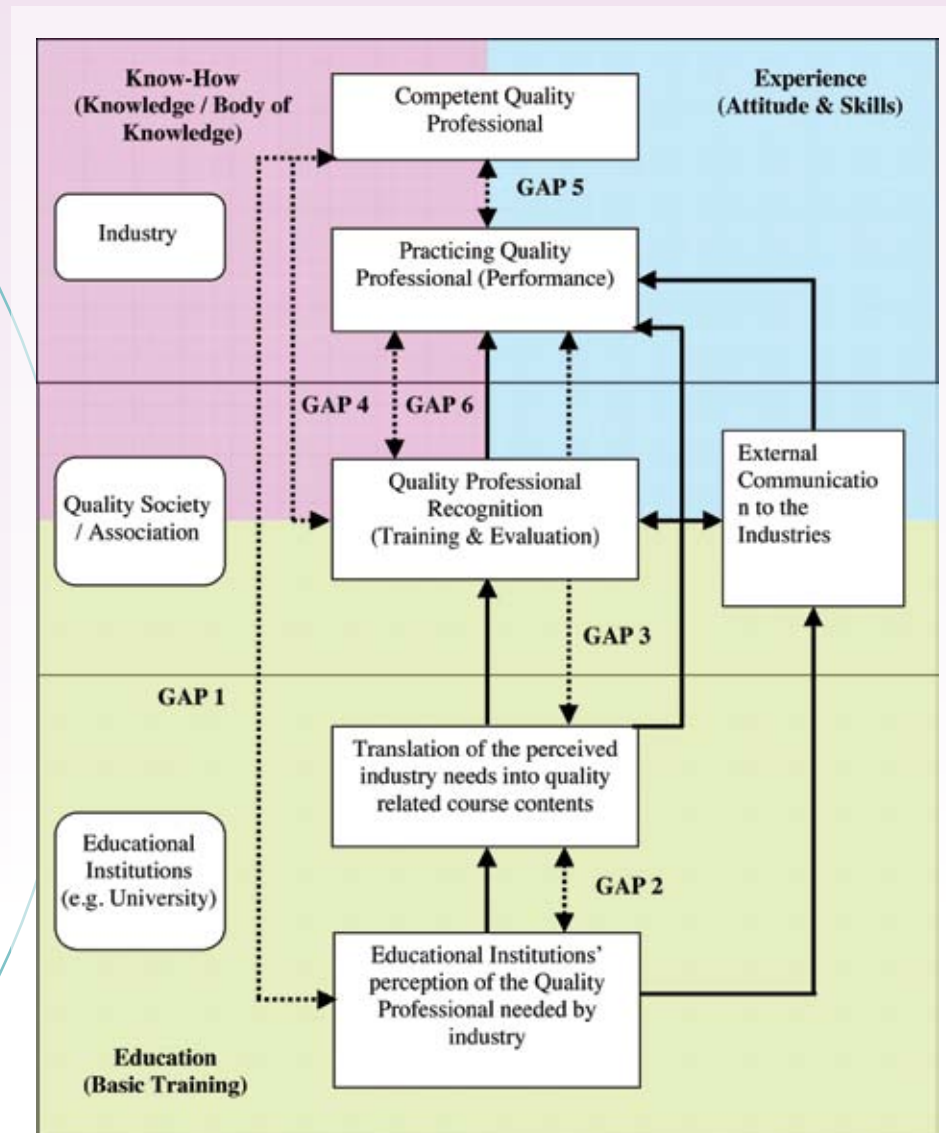


Figure 2. Quality Professional Development (QProfD) Gap Analysis Model (Lai, et al., 2008)

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Past Activities

With the aim of disseminating contemporary and emerging quality management principles, tools, methodologies and practices for achieving product, service and organizational excellence, HKSQ regularly organizes a wide range of activities for quality professionals. These activities include seminars, training programmes that prepare participants for professional certifications, industrial visits, study missions, and student project competitions. HKSQ also actively participates in international conferences and networking with international quality professionals and scholars in sharing knowledge and experiences. The following is a sample of snapshots of these activities.

Seminars in Recent Years

2010



Electric vehicles – Impacts, recent development and future



The Culture of Cottage Industry and Innovation Management: A Case Study on Handsets Made by the Cottage Industry



The Best Renewable Energy for Hong Kong

2009



Revisiting Supplier Quality Assurance Management of Hardware Manufacturing



A Case Study on ISO/IEC 27001 implementation in HKSTP

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A New Perspective on Electronic Product Reliability



Workshop on Advanced Methods in Food Microbiology and Chemistry



Seminar on Fail and Fix to Predict and Prevent



Quality in Outsourcing



ISO 14971 Risk Management in Medical Device

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Upgrading Your ISO 9001:2000 to ISO 9001:2008



Innovation and Challenges to Entrepreneurs in the Medical Devices Industry

2008



ISO9001:2008 Implementation Seminar



Managing the Design of 2008 Beijing Olympics Projects



Upgrading ISO 9001:2000 to the 2008 version & ISO 27001



RFID: An Emerging Technology for Physical Asset Management and Counterfeit Prevention

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2007



Lean Principles in Manufacturing and Service Operations
Case Studies



Kaizen Management System



Six Sigma in Financial Services

2006



Quality Movement in United Arab Emirates



Sustainability: A Hong Kong Perspective

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Technical Visits in Recent Years

2011



Shenzhen JBT Electronics Technology Co., Ltd.



Action Asia (S.Z.) Co., Ltd.

2010



Standards and Calibration Laboratory



BYD Company Limited



Intertek LED Testing Centre



Huizhou Desay SV Automotive Co., Ltd



TCL Corporation



MTR West Rail Operations Control Centre



Eastech Asia Technology Limited

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2009



Kowloon Motor Bus



Nissan

2008



Hong Kong Yakult Co. Ltd.



Kwong Sun Hong



Providence Enterprise Limited



Thai Ceramic Company, Saraburi Province (Nong Kae)



Vincent Medical Manufacturing Co., Ltd.

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2007



Lee Kum Kee's Xinhui Production Plant



TDK China Co., Ltd.



Wellcome's Fresh Food Centre

2006



ASM Pacific Technology



Electrical and Mechanical Services Department



Nokia Capitel Telecommunications Ltd

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Study Missions in Recent Years

2011

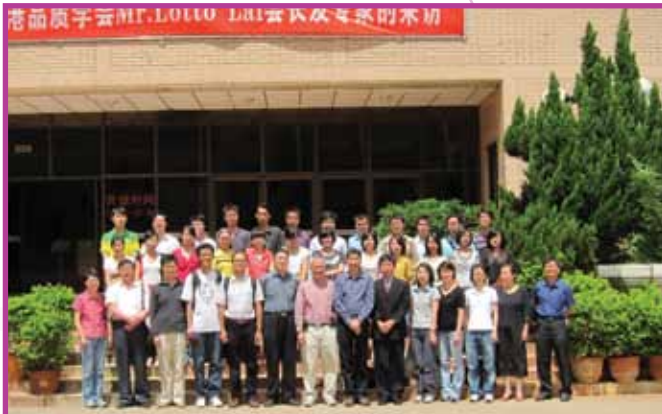


ZhaoQing Asia Aluminium Co. Ltd.



Leading Edge Construction Materials Testing Co., Ltd

2010



YUNNAN University



KUNMING Pharmaceutical Corp.

Celebrating the

Student Project Competition in Recent Years

2011



Sponsor: TDK-EPC (Hong Kong) Ltd.



Sponsor: TDK-EPC (Hong Kong) Ltd.

2010



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2009



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25th Anniversary

2008



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2007



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Celebrating the

Participation in International Conferences and Networking with Local & International Quality Professionals in Recent Years

2010



2010 ASQ World Conference on Quality & Improvement



International Six Sigma Council (ISSC) Networking Dinner



International Six Sigma Council (ISSC) Networking Dinner



Institute for Supply Management – Pearl River Delta Annual Dinner

25th Anniversary

2009



Asian Network for Quality Congress 2009



Asian Network for Quality Congress 2009



The SGS 50th Anniversary Luncheon



The HKQAA 20th Anniversary Cocktail



HKQAA Symposium 2009



Dr. Hiroshi Osada, Tokyo Institute of Technology (centre)



Mr. Gregaory H. Watson, International Academy for Quality (third from right) and Prof. Shu Yamada, University of Tsukuba (left)



Prof. Shu Yamada, University of Tsukuba (centre)

Celebrating the

2008



Asian Network for Quality Congress 2008



Asian Network for Quality Congress 2008



Asian Network for Quality Congress 2008



ASQ President Visits Hong Kong

2007



Asian Network for Quality Congress 2007



Asian Network for Quality Congress 2007

25th Anniversary

2006



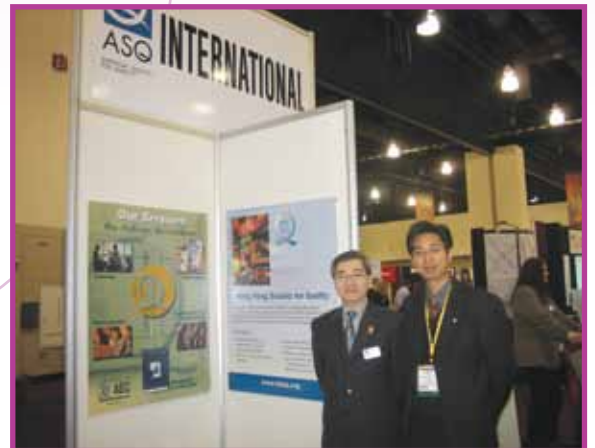
Asian Network for Quality Congress 2006



Dr. Yoji Akao and Dr. Kozo Koura (left & right) at ASQ 60th World Conference, Milwaukee, USA



Dr. Noriaki Kano (right) at ASQ 60th World Conference, Milwaukee, USA



Mr. Tommy Tam, ASQ Global Marketing Development Manager (left)



2006 ASQ World Conference on Quality & Improvement

Celebrating the

Quality Professional Certification Schemes

HKSQ Services on “ASQ Certifications”

Being a WorldPartner of ASQ, HKSQ offers a wide variety of services to individuals who seek for ASQ quality professional certifications that are recognized world wide.

Since 1968, more than 120,000 individuals have become certified through ASQ in recognizing their knowledge and proficiency in, and comprehension of, a particular quality area. The value of ASQ certification as perceived in the marketplace is ever-increasing. Currently, ASQ offers 15 certifications, namely:

- Biomedical Auditor
- Calibration Technician
- HACCP Auditor
- Manager of Quality / Organizational Excellence
- Master Black Belt
- Pharmaceutical GMP Professional
- Quality Auditor
- Quality Engineer
- Quality Improvement Associate
- Quality Inspector
- Quality Process Analyst
- Quality Technician
- Reliability Engineer
- Six Sigma Black Belt
- Six Sigma Green Belt
- Software Quality Engineer

HKSQ offers the following services to individuals who seek for ASQ certifications.
HKSQ members enjoy reduced prices in using these services.

1. Training:

The Society organizes Workshops on Body of Knowledge (BoK) for various types of ASQ certification. These workshops are offered on an annual basis.

2. Certification Primer Ordering:

Primers for ASQ certification programmes published by Quality Council of Indiana can be ordered from the Society.

3. Certification Examination:

ASQ certification examinations can be taken in Hong Kong. HKSQ organizes such examinations on behalf of ASQ, and provides proctors for these events.

25th Anniversary

HKSQ Certified Professionals

Testing and Certification Industry is one of the six core industries which the Hong Kong Government has identified to be given top priority for further development. HKSQ has developed training courses for certification of two types of quality professionals. Such professional recognitions are crucial to the career development of quality practitioners, and they contribute to meeting an important need of the society. The range of the Society's certification scheme will be extended progressively to cover other types of quality practices in future.

Certified Six Sigma Green Belt – CSSGB (HKSQ)

The CSSGB (HKSQ) certification scheme aims to qualify professionals as change agents within an organization to implement the principles, practices and techniques of six sigma to achieve breakthrough business improvement results.

This scheme was introduced in 2006. Individuals, who have successfully completed the Six Sigma Green Belt Training offered by HKSQ or a course accredited by HKSQ's Accreditation Board, are eligible for the CSSGB (HKSQ) certification.

Certified Laboratory Quality Specialist – CLabQS (HKSQ)

The CLabQS (HKSQ) certification scheme aims to qualify professionals with the contemporary concepts and knowledge in quality management, measurement, calibration and audit practices of a laboratory. This is particularly relevant to quality officers, engineers and chemists who work in laboratories or testing centres.

This scheme is based on ISO17024, and it was introduced in 2009. Individuals, who have successfully completed the "Quality Management for Laboratory" course organized by HKSQ or a course accredited by HKSQ's Accreditation Board, are eligible for the certification. The "HKSQ Quality Management for Laboratory" course has been organized by HKSQ in collaboration with City University of Hong Kong since 2005.



Celebrating the

A certificate will be issued to the certified professional and the individual's name will be listed on HKSQ website. The registration is re-certified on a tri-annual basis. More information can be obtained from HKSQ's website, where the HKSQ accredited courses are also listed.

More professional certification schemes are under development by dedicated professionals. The Quality Engineer certification scheme is an example which is now under review, pending approval of the Society's Qualification Panel.

Training Programs for Certification Programs



Certificate course in Quality Management for Laboratory



Workshop on Body of Knowledge for ASQ Certification of Quality Professionals

25th Anniversary

Support to The Government and Industry



SME Mentorship Program



Hong Kong Council for Testing and Certification (HKCTC)
Consultation Forum

Outreach to The Government and Industry

HKSQ has provided services to quality professionals in Hong Kong for 25 years. It organizes technical visits, seminars, workshops and conferences over the years to provide continual professional development opportunities. In order to develop new blood in the quality discipline, HKSQ has participated in the SME Mentorship Program organized by Trade and Industry Department of the Hong Kong SAR Government since 2000, and launched Student Project Competition since 1993.

With the aim of supporting the Government to develop Hong Kong into Asia's Centre for Testing and Certification, HKSQ has actively involved in the related consultation forums and seminars organized by Hong Kong Council for Testing and Certification (HKCTC). Moreover, HKSQ conducted a survey polling its members on this aspect and collected professionals' comments and advice which were then submitted to HKCTC for consideration. To have further contribution, the Chairman of HKSQ accepted the invitation from Qualifications Framework (QF) of the Education Bureau and became a member of the Training Advisory Committee of Testing, Inspection and Certification (ITAC-TIC) established to develop the Specification of Competency Standards (SCSs) for the relevant industry, especially in "Certification" and "Strategy and General Management".



Testing and Certification Summit 2011, The Open University of
Hong Kong

Celebrating the

Membership

Types of Membership:

- Individual Member
- Student Member
- Corporate Member

Benefits of Membership:

Individual/Student Membership

- You will have more chance to network with other quality minded professionals.
- Enjoy reduced rates on our training courses conducted/led by industry and academic experts.
- Purchase ASQ publications at ASQ member price.
- Enjoy discount on the price of BSI standards and publications.
- Enjoy discount on the price of training courses organized by BSI in Hong Kong.
- Enjoy discount on the price of training courses organized by SGS Hong Kong Ltd.
- Enjoy discount on the price of training courses organized by HKQAA.
- Enjoy reduced prices on books and periodicals purchased at specified bookstores.
- Enjoy reduced prices on Minitab products.
- Enjoy reduced rates for participating in visits which are of interest to quality professionals.
- Receive our Newsletter giving information on various activities relating to quality.
- Enjoy ASQ member rates in taking ASQ Certification Examinations held in Hong Kong - this does not apply to Student Members.
- Order ASQ Certification Examination Primers published by Quality Council of Indiana from the Society at reduced prices.

HKSQ

25th Anniversary

Corporate Membership

Corporate Membership is by invitation.

- Corporate Member organization's staff will have more chance to network with other quality minded professionals.
- Enjoy reduced rates on our training courses conducted/led by industry and academic experts.
- Enjoy discount on the price of BSI standards and publications.
- Enjoy discount on the price of training courses organized by BSI in Hong Kong.
- Enjoy discount on the price of training courses organized by SGS Hong Kong Ltd.
- Enjoy discount on the price of training courses organized by HKQAA.
- Enjoy reduced prices on books and periodicals purchased at specified bookstores.
- Enjoy reduced rates for participating in visits which are of interest to quality professionals.
- Receive our Newsletter giving information on various activities relating to quality.
- Order ASQ Certification Examination Primers published by Quality Council of Indiana from the Society at reduced prices.

HKSQ has created discussion groups in LinkedIn, Facebook, and Twitter as platforms for quality professionals to exchange ideas.

- HKSQ LinkedIn Group at <http://www.linkedin.com/groups?home=&gid=753447>
- HKSQ Facebook Group at <http://www.facebook.com/group.php?gid=176917007551>
- HKSQ Twitter Group at <http://twitter.com/HKSQ1986>

Annual Membership Fees and Membership Application:

Individual Member:

- Ordinary Member: HK\$150
- Senior Member: HK\$200
- Fellow: HK\$200

Student Member: HK\$50

Corporate Member:

- By Invitation, and approved by HKSQ Executive Committee
- Annual Fee: HK\$1,000

The period of membership is from 1 July of the current year till 30 June of the following year. Applications received on or after 1 April of the current year will cover membership up to 30 June of the following year.

For membership application, please visit HKSQ's website (www.hksq.org/ju.htm) for more details and to download the application form. For further enquiries, contact HKSQ.

Celebrating the


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英國標準協會

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ENW Electronics Limited 

Hong Kong Quality Assurance Agency 

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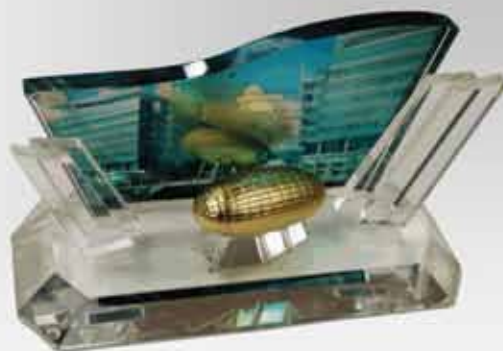


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Ensuring product quality, reliability, safety and environmentally friendliness is the most relevant issue today, especially for Asia Pacific and China which have become the manufacturing centres of the world. Product safety, toxic substance contamination, design mistakes, quality lapse, etc. have caused dramatic recalls and import bans on toys, tires, packaged food, pet foods, drugs produced in Asia Pacific. This has tremendous impact on Hong Kong economic growth since Hong Kong is the gateway for import and export.

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