

talent? We were assured that most people could be taught.

We waited our chance. At Beaupré we accepted Michel Potvin's offer to taste an aged base whisky. Racking our brain to recall some of the more intriguing taste descriptions on the list, we triumphantly announced, "It's earthy!" We got a cool reaction from Potvin and co-taster Fernand Martel. "What you're tasting is the wood from the barrel," they informed us. "That's a component whisky, not a finished product, and it tastes just the way it should at this stage." Oh. We will leave tasting to the tasters in the future.

Bottling Materials

The other major area of concern to Quality Control is bottling materials and the finished package. The objective is to make sure that everything we send out for sale is fit for use—meaning that the glass is not defective; that there's no foreign matter inside; that the cap won't leak; that the bottle is perfectly dressed with label on smooth and clean, ribbon neat, everything just so.

The pattern is the same as it is for organoleptic testing. Central sets the standards and develops inspection procedures for all bottling materials. Quality Control measures the material the plant receives against Central's set of specifications. One iron-clad rule: no bottling materials get used until Quality Control gives its approval. Any number of things can be wrong. Our Company has a list of nearly 40 defects that can occur in glass. Caps can be cracked, broken or otherwise imperfect. Labels can be the wrong size or color, or badly printed. Ribbons can be sub-standard. Our techniques are constantly evolving. As good as they are now, refining and improving our inspection proficiency is an on-going program.

There was a time when bottling materials used to be inspected mainly on the line. What we work towards now is keeping defective materials from getting anywhere near the line. In Drew Mayville's words, we practice preventive medicine. This new approach makes our bottling operation more efficient. It has also led to a better understanding with our suppliers—and better quality, too. Over the years, we have invested a lot of time convincing our suppliers that it's to their benefit to tighten their quality standards. In Gimli, Dave Munro told us of a supplier

who flies in once a month from Redcliff, Alta., to make sure there are no problems with his glass. That's in addition to a weekly phone call. It's quite a trip to make so often, but the man says it's worth it. So does Munro, who reports their glassware lately has been "super". In fact, all our plants report a continuing improvement in the quality of bottling materials.

On The Line

Louise Riepert remembers when the modern era of quality control began on the bottling line at Waterloo. It was 1957, she recalls, about two years after she began working at the plant, and she was the first woman asked to switch over to quality inspection. "I think quality is the main thing," she told us, "and I'm not alone. All my co-workers are on the same wave length."

Rose Marie Deslippe, at Amherstburg since 1945, is another employee who knows the quality aspect of bottling to perfection. And so does Jacqueline Brault, who has worked at LaSalle for close to 32 years. These women are more alike than they know. They have the same sort of pride in their work and share identical views on the importance of quality.

"I've always believed in doing a good day's work for a good day's pay," Deslippe remarked. "I want to be scrupulous in what I let out."

"My job is to keep our customers happy," Brault said, "so I have to see the package is right. To me, the aim is perfection."

At Waterloo, Amherstburg and LaSalle, it is apt to be the women with the most

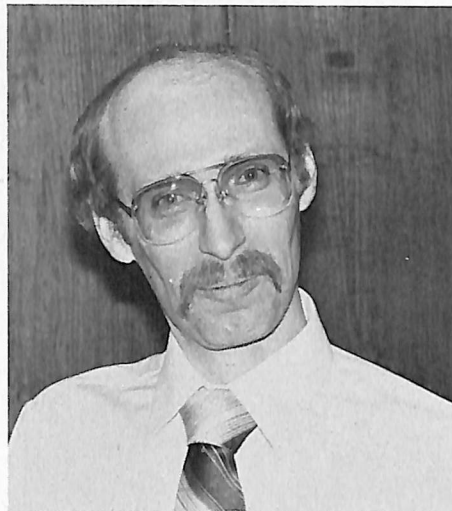
Don't Touch That Onion!

Here's a tally of all the things our Quality Control tasters told us they stay away from during the week in order to keep their senses of smell and taste as finely tuned as possible. If you were being trained in organoleptic testing, here's what you'd probably be told:

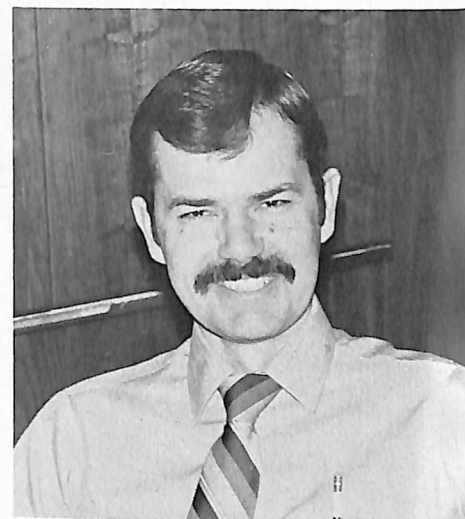
- Monday to Friday—no aftershave, cologne or perfume.
- Use unscented soap, shaving cream, deodorant, cosmetics. (Some tasters won't even use scented shampoos.)
- Forget the mouthwash. (Fortunately, we didn't hear anything said against toothpaste.)
- Eat your hamburgers without onions, your salad without garlic. They're the worst offenders. Beware of curry, chili and other spicy dishes. Even certain highly flavored fruits, like oranges, mask some people's sensitivity.
- Scented fabric softeners can linger on your clothes and distort everyone's sense of smell. Suffer static cling—your tasting will go better.
- Most tasters are non-smokers. If you can't break the habit, be sure your hands and breath are completely free of tobacco odor before you begin tasting. If you decide to bite the bullet and quit—keep the chewing gum in your pocket until your test is over for the day.



Ray Renaud, department head, Amherstburg.



George Wiume, Amherstburg.

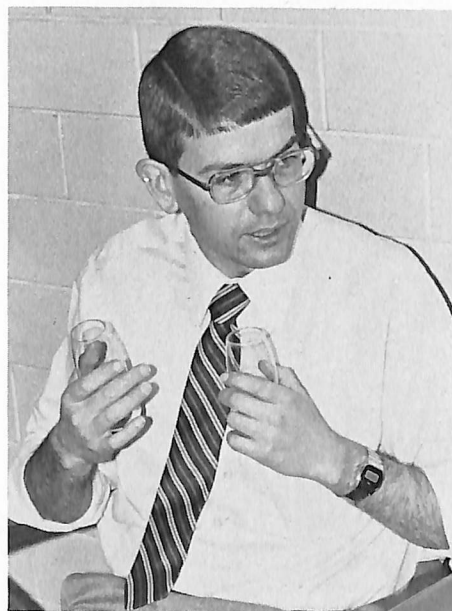


Larry Amlin, Amherstburg.

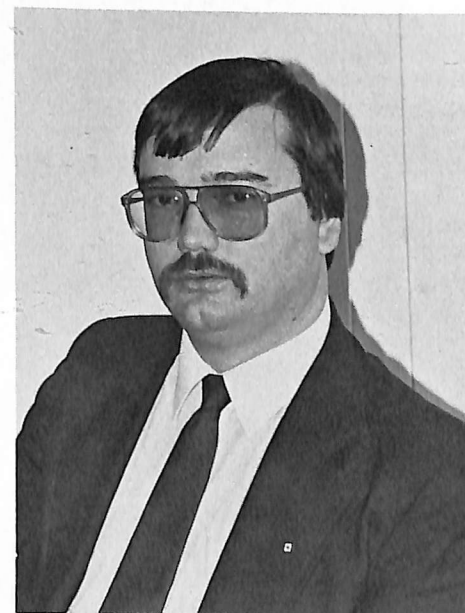
seniority who are offered line controller positions and trained for the work. At Richibucto, because the plant is so much smaller, they find it more efficient to work on rotation. Everyone on the bottling line does every job. Gimli opted for a rotation system at the very beginning. Everyone gets quality-control training. Quality inspectors also pack and even do their own re-work.

The first quality check on the bottling line is the light box, which bottles pass after they're capped and before they're labelled. Here the inspectors are looking for glass and cap defects and particles in the bottles. Any such bottles found are removed and destroyed. Towards the end of the line is the quality mirror, which allows another check of bottle contents plus an inspection of fill heights, stamps, labels—the complete final package. Because quality work is so demanding, positions are rotated every half-hour to give the inspectors a change of pace and keep their alertness high. A Quality Control technician is always stationed at the very end for a final check as the bottles are being put into re-shippers. Quality Control is responsible for making sure that everything is right at the finished stage. If there's any problem on the line, such as low fill heights or torn stamps, the technicians also act as liaison between the quality inspectors and anyone else involved. As well, Quality Control does a statistical sampling of the final product and approves each segment of the run to be free of defects as it is proceeding.

All six Quality Control departments are genuinely enthusiastic about the interest and concern our unions show for quality. "They are probably fussier than



Tom Simpson, department head, Waterloo.



Dave Munro, department head, Gimli.



Marcel Potvin, Quality Controller, Beupré.

I would be," confessed Ray Renaud at Amherstburg. "Some bottles they remove look so good, I have to be told what's wrong with them." George Wiume agreed. "If we ever miss something they'll pick it up and let us know right away. I really like that."

An interesting bit we learned talking to the women in bottling: they're just as finicky about quality in their personal lives as they are at work. Germaine Daigle told us, "I'm a fussy shopper in everything I buy. I look for the best quality, never mind if it's on sale. If a package has a bad appearance, I leave it."

Along with everyone in Quality Control, our bottling inspectors, being so intimately involved, must be the most critical customers to ever enter a liquor store. With eagle eyes they give the



Barbara Walton and Dorothy Waller, Gimli.



Rose Marie Deslippe, Amherstburg.

stock an on-the-spot inspection. You can be sure they don't miss much. Dorothy Waller said she checks all the bottles because "you can't just drop quality when you walk out of the gates. It's part of you." Barbara Walton continued the conversation. "If I see one of ours that's not perfect, it upsets me. It happened once and I reported it immediately."

There's a saying we heard time and time again at the plants: you can't inspect quality into a package; you have to build it in. Years ago, Chris Gaetano at LaSalle recalled, Quality Control played much more of an inspection role, simply approving or rejecting. Today, to achieve the goal of built-in quality, all Quality Control departments are working towards greater involvement with the people whom they rightly call their partners. There are more meetings with all the production departments, more discussions, more sharing of information on problems and objectives.

"We have to sell the idea as well as implement it," Gilles Babineau explained. Gaetano put it this way: "All we can do is put our seal of approval on a product. But we don't make the product. The production people do that, and the credit has to go to everyone who has a hand in the operation."

In a way, it's becoming more like a guarantee than a control of quality. Waterloo may have a point. The name on the door there reads Quality Assurance. When we asked why, we were told, "Control seems more narrowly related

In Conversation With Art Dawe

D. Do you have a personal definition of quality?

AD. I guess I'd have to say it's the sum total of what a buyer gets in the finished product. Partly materials, partly the input of the production people, partly the input of the people who dress the package on the bottling line. And our quality control people, of course.

D. What's the bottom line?

AD. People. For all the mechanical and analytical equipment we work with, the keeping up of quality standards always comes back to human abilities.

D. Give us a capsule history of your years with the Company.

AD. I started right out of university, in 1949, in the dumping and blending department of the distillery in New Westminster, B.C. I spent five years in various departments, including some quality work. Around 1953 I was one of a group from each plant sent to LaSalle, where Roy Martin, chief blender at the time, had his office. We were being trained for a new system of taste testing. I was asked to come back, which I did in '54. After about three years of blending and quality, I became assistant distiller. In '58 I went to Beaupré

as plant superintendent, then came back to LaSalle as co-ordinator of research and, later, became plant superintendent. In 1962 I moved into what was then called Central Quality and I've been here ever since.

D. How did you get interested in quality control?

AD. The more involved I got, the more I liked it. I always had a keen sense of smell and taste. I remember my mother forever chastising me for going on about whatever she had on the stove. I could always guess what it was.

D. What sort of influence did Mr. Sam have on you?

AD. The first thing that comes to mind is the demand he placed on people to produce quality, to maintain the integrity of the product. With Mr. Sam you had to know your business. He sure knew his. There was no second guessing him or faking it. If you didn't have the answer to something, you said so and made sure you found out.

D. Would you say he set your standards?

AD. Very definitely. Mine and a great number of people here. It's a legacy he passed on right down the

A Very Happy Ending - And Beginning

Last year, as we all know, our campaign for the International Year of Disabled Persons was a huge success. Thanks to employee contributions matched by our Company, we raised \$65,001.36, 27% more than our original goal. The funds are being spent to purchase Touch Operated Selector Control (TOSC) environmental control systems, which give their users a greater degree of self-sufficiency by letting them operate lights, radios, TVs, telephones and other electrical appliances without assistance. With their units, some people can move back home from chronic-care institutions; some can become gainfully employed.

These five recipients are among the first to benefit from our generosity. For them, their increased independence is like a new beginning. Which brings IYDP to a very happy conclusion for us.

At time of writing, the executive of the March of Dimes had not yet selected a candidate in Beaupré-Quebec City, Moncton-Richibucto, Toronto or Vancouver to receive the TOSC environmental control system. When recipients from these areas are chosen, their pictures will be published in a future issue of *Distillations*.

1. **DAVID KEHLER, 13**, seen here with Gimli plant manager Tony Lepore, lives at home with his family in Winnipeg. Confined to his wheelchair, Kehler is now looking forward to greater freedom both in pursuit of his studies (he attends Grade 8 at Grant Park High School) and in his daily life.



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2. **ROBERT LONGTIN, 26**, is a Montrealer who, in spite of cerebral palsy, keeps active by taking courses and participating in committee work. With Longtin in his apartment are Dr. B. Primeau, medical advisor Quebec March of Dimes; physiotherapist France Duhamel; Amy Rodier, Seagram retiree who canvassed during our campaign; Peter Melrose, LaSalle plant chief of services; Roger Desourdie, vice president DWU local 64; M.V. Messervey, executive director Quebec March of Dimes.



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3. **GARY BRADEN, 20**, a resident of Kitchener, includes mouth painting and shuffleboard among his hobbies. He has also taken a correspondence course in political science from the University of Waterloo. The owner of a large record collection, Braden is interested in working in broadcasting. With him here are Jake Mayer, personnel manager, and Frank Imamshah, production supervisor, both of our Waterloo plant.



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4. **NOLA MILLIN**, born 18 years ago with cerebral palsy, has ambitions for a career in journalism. On her 19th birthday, next October 9, she will be presented with a voice synthesizer, an electronic talking device that will allow her to express herself in either French or English. With Millin here are Amherstburg case bond supervisor Joe Hobson and Jim Holmes, vice president UAW local 2098, presenting a cheque towards the cost of the synthesizer.



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5. **LARRY PARKER, 47**, of Kitchener, is a well-known professional mouth artist and art teacher. He has also worked as a printer, a newspaper editor and has owned his own telephone answering, secretarial and printing business. At present, Parker is employed by the March of Dimes. He is seen here with Art Hock, Waterloo plant manager, and Bert Thiel, president DWU local 48.



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