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This document describes the Office of Public Affairs TQM implementing plan. It includes a description of three concepts considered vital to TQM as it applies to DLA's Public Affairs program: Our customers are our first concern, precise measurable goals and teamwork. The document includes Public Affairs TQM goals and a methodology for accomplishment.

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**TOTAL QUALITY MANAGEMENT
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CONCEPTS

We recognize that the following concepts are vital to total quality management (TQM) as it applies specifically to DLA's public affairs program:

I. Our customers are our first concern. We exist to serve them - and to serve them professionally. Those customers include the command staffs at headquarters and at primary level field activities (PLFAs), all DLA employees, the military services, the news media, contractors and potential contractors, the communities surrounding headquarters and each PLFA, and the American taxpayer. This concept requires that we recognize each of these customers, anticipate their needs and develop programs to satisfy those needs.

II. The public affairs programs we develop must have precise goals; whenever possible we must also use measures that indicate whether we are satisfying our customers' needs. However, due to the diversity of DLA's mission and the varying staff structures of the PLFA Public Affairs Offices (PAOs), these goals and measures must of necessity be derived through consultation between the PLFA commander and the PAO. In all instances, the PAO programs must reduce costs and incorporate continuous process improvement. This concept requires that we adhere to an active, customer-oriented public affairs program rather than practice crisis management.

III. Because of the diversity of our customers, it is imperative that we use teamwork to address all their needs, calling on the talents of all agency public affairs personnel. TQM emphasizes the participation of managers and employees at all levels; this plan is equally applicable to public affairs personnel at headquarters and each PLFA. Training in the TQM philosophy and in professional areas that will improve our individual skills is an integral part of the plan. Due attention must also be paid to structuring rewards for individuals who do exceptional work in support of this plan. This concept requires that we maintain a steady and fruitful relationship between headquarters and each of the PLFAs, as well as an open interchange among all the PLFA public affairs staffs.

METHODOLOGY

As noted in the DLA TQM Master Plan [Methodology Section, "Implementing Plans"] each PLFA public affairs office will incorporate the appropriate functional area goals outlined in this plan into its own PLFA's plan. The TQM Master Plan also clearly states that additional goals, specific to a particular PLFA, should be a part of each activity's plan. Although we have made every effort in this plan to address all public affairs concerns, each PLFA is encouraged to address goals that are ancillary to those in this plan.

To properly track the progress of goals at both the headquarters and PLFA levels, each DLA PAO must prepare a report twice a year. These reports will be based directly on the goals outlined in this plan. The format for this report is at Appendix A, which also contains a list of questions and answers that addresses the uses of the report.

PLFAs will submit the report directly to the DLA Office of Public Affairs (DLA-B) so the office can incorporate it into its own semiannual report. DLA-B will submit its individual report as well as a report that represents agency-wide public affairs teamwork to the DLA Executive Steering Committee or the authority designated by that group.

All reports are due by 1 January and 1 July of each year, with the first report due 1 January 1990. Personnel preparing the reports may find it easier to prepare them on a monthly or quarterly basis and then consolidate report data to meet the semiannual deadlines.

Submission of these reports directly to DLA-B does not affect other reporting requirements which may be set up by the PLFA's TQM Steering Committee or Working Groups.

DLA-B will review and update this plan at least once a year or as determined by DLA TQM policy.

GOALS

In keeping with the mandate of the DLA TQM Master Plan, goals covered by this plan are of two types: core DLA TQM goals and goals specifically tailored to the agency's public affairs program.

Many of the actions outlined under the following goals have corresponding appendices in the back of the plan. In keeping with the spirit and letter of the TQM Master Plan, most of these appendices contain TQM checklists that should be followed for each action taken. These checklists will help us consciously apply professional public affairs standards to each project. The checklists should be used until the actions they outline become second nature--"institutionalized" into our daily work. (Each appendix is only referenced the first time a particular project is mentioned; check the appendices index for subsequent projects of the same kind.)

CORE DLA TQM GOALS

CORE GOAL I: TQM training.

PURPOSE: To develop a TQM-trained work force.

CUSTOMERS: PAO staff.

ACTIONS:

(1) Have the public affairs officer complete agency-approved TQM courses.

(2) Have other PAO staff members complete TQM courses. Courses should progress from introductory through advanced levels.

RELATED GOAL: Help publicize the availability and purpose of TQM training.

CUSTOMERS: DLA employees.

ACTION: Use command information publications for articles on TQM training and to spotlight upcoming courses.

CORE GOAL II: Harmonize directives.

PURPOSE: To streamline directives, regulations, and instructions to make sure they conform with the TQM philosophy.

CUSTOMERS: DLA employees.

ACTIONS:

(1) A list of applicable publications at the DLA headquarters level is at Appendix B. DLA-B has the lead on streamlining these publications.

(2) PLFAs are responsible for "harmonizing" implementing publications.

CORE GOAL III: Integrate existing initiatives.

PURPOSE: To combine current DLA programs that already use the principles of continuous process improvement under the TQM umbrella. Several DLA programs which fall under this umbrella are listed in Appendix C of the TQM Master Plan, but that list is by no means comprehensive or static.

CUSTOMERS: DLA employees.

ACTION: Publicize these programs in command publications, stressing ways in which TQM has modified them or inspired them.

CORE GOAL IV: Acquaint industry with TQM and encourage its adoption in their business strategy.

PURPOSE: To promote TQM within industry to benefit both business and DLA.

CUSTOMERS: Industry; DLA employees.

ACTIONS:

Work with local TQM planning groups to publicize TQM to industry. Projects can include:

- (1) A brochure/packet for distribution to industry.
- (2) An ongoing publication devoted specifically to TQM.
- (3) Regular input to the DLA Headquarters TQM quarterly publication.
- (4) An exhibit or video on TQM.
- (5) Speeches to industry.
- (6) Open houses for industry that concentrate on TQM.

CORE GOAL V: Publicize DLA's commitment to the best-value, highest-quality products and services.

PURPOSE: To spread the good news about DLA's work.

CUSTOMERS: DLA employees; American citizens (through the news media); the military services.

ACTIONS:

- (1) Use command information publications to highlight TQM success stories that show DLA's commitment to best-value products and services.
- (2) Place articles on TQM success stories in other government, trade and commercial publications; use broadcast media to publicize them.
- (3) Arrange an open house/media day that highlights TQM success stories.
- (4) Arrange for speeches that highlight success stories.
- (5) Produce and distribute exhibits and videos that highlight success stories.

CORE GOAL VI: Apply the DLA recognition and award system to TQM accomplishments.

PURPOSE: To reward employees for TQM achievements.

CUSTOMERS: DLA employees.

ACTION: Work with local personnel offices to recognize PAO employees who have done outstanding work in support of TQM. DLA-B will present two awards annually at the PAO conference to recognize the outstanding TQM PAO and editor.

RELATED GOAL:

Publicize TQM superachievers (both PAO and non-PAO) via displays, articles in command information publications, and articles in other government, trade and commercial publications.

CORE GOAL VII: Develop a feedback and communication system.

PURPOSE: To share and publicize TQM benefits and success stories.

CUSTOMERS: DLA employees; the military services; industry.

ACTIONS:

- (1) DLA-B: Institute a quarterly TQM newsletter.
- (2) PLFA PAOs: Submit articles to the DLA-B publication.
- (3) All: Use the public affairs DMINS network ("panet") to exchange TQM ideas.

PUBLIC AFFAIRS TQM GOALS

PAO GOAL I: Address the informational and morale needs of DLA employees.

PURPOSE: To inform all DLA employees of the vital role each plays in achieving the agency's mission of service to soldiers, sailors, airmen, and Marines. To promote morale, teamwork and a spirit of professionalism so that employees give enthusiastic, quality support to the DLA mission.

CUSTOMERS: DLA employees.

ACTIONS:

(1) Publish a monthly or more frequent command information publication at headquarters and each PLFA. Content should focus on agency objectives, employees who are accomplishing DLA and PLFA missions, and general issues affecting employees. The goal is to inform, educate, entertain, and praise. Each issue should contain a mix of articles to satisfy that goal. Appendix C contains a list of topics that can be highlighted in 1989; Appendix D is a calendar of holidays and special events for planning purposes. Appendix E is the TQM checklist for preparing publications.

(2) Contribute to DLA Dimensions, the headquarters magazine which strives to highlight all agency programs and activities. Dimensions serves as an integrating force for the agency's command information mission; PAOs that fail to contribute regularly are not supporting the TQM teamwork philosophy. Appendix F is a TQM checklist for submitting articles to Dimensions.

(3) Conduct a readership survey to determine each publication's effectiveness. Appendix G is a TQM checklist for conducting readership surveys.

(4) PLFA PAOs: Submit five copies of each issue of your publication(s) to DLA headquarters; at least three of the issues will receive a written critique by the Director or Deputy Director in the Office of Public Affairs. DLA headquarters: at least three issues of Dimensions will receive a written critique by the Director or Deputy Director in the Office of Public Affairs or by a professional editing and writing organization that is not directly affiliated with the agency. Prepare a self-critique of your publication, covering at least three issues, or swap issues with another PLFA and prepare critiques of each other's publications. Use Appendix E to guide you in the critique process.

(5) Update the publication's mailing list annually.

(6) Publish articles that highlight the interactions and relationships among depots, supply and service centers, contract administration activities and DLA headquarters.

(7) Publish articles that communicate ways DLA personnel can improve the public's perception of them and the agency.

(8) Publish and distribute an information packet which describes DLA and PLFA missions and activities to each DLA employee. Update the information as needed. Appendix H is the TQM checklist for preparing information packets.

(9) Conduct a monthly new-employee orientation briefing that highlights the DLA and PLFA missions. See Appendix I for the checklist on orientation briefings.

(10) Use bulletin boards and intercom systems to publicize agency and employee accomplishments.

(11) Stage an employee morale-building event, such as a picnic or dining-out. Appendix K is a TQM checklist for such events.

(12) Set up a hotline that enables employees to ask policy questions anonymously. Provide answers either through command publications, interoffice memos, bulletin boards, or through commander's calls.

PAO GOAL II: Make significant contributions to each headquarters/PLFA community. Keep that community informed of DLA's mission and activities that may affect that community.

PURPOSE: To maintain and improve each DLA activity's relationship with its local community in order to prove the Defense Department is "a good neighbor" worthy of public support.

CUSTOMERS: Local communities and groups.

ACTIONS:

(1) Participate in significant community events by making exhibits (see Appendix L for the TQM checklist on exhibits production), providing speakers or briefers (see Appendix M for the speech/briefing TQM checklist) and showing videotapes on DoD's, DLA's and the PLFA's mission.

(2) Conduct open houses for community politicians, business persons, civic leaders, students and the public at large. Appendix N is the TQM checklist for open houses.

(3) Serve actively as the DLA/PLFA representative in the local Chamber of Commerce (membership in the Chamber should be in the commander's name).

(4) Develop high-quality briefings for use with local groups.

(5) Arrange for commanders or other employees to speak about some aspect of the DLA mission before civic or business groups or at schools. Establish a speakers' bureau and publicize its existence through brochures and local media notices. Appendix O is a TQM speakers' bureau checklist.

(6) Participate in the President's Partnership in Education [Adopt-A-School] or similar programs. Appendix P is the TQM checklist for participation in volunteer programs.

(7) Arrange to have a regular column/regular submissions in the smaller local press on headquarters/PLFA activities that may affect the local community.

PAO GOAL III: Convey information about how DLA's mission and activities support our service men and women.

PURPOSE: To convince soldiers, sailors, airmen and Marines that DLA is responsive to their needs and exists solely to serve them. To tell DLA employees of DLA's vital role in serving the nation's armed forces.

CUSTOMERS: The military services; DLA employees.

ACTIONS:

(1) Publish and distribute to military activities an information packet about the agency and pertinent PLFA activities. Design the packet so it can be customized to various military audiences.

(2) Place articles about DLA and PLFA accomplishments in service journals such as Soldiers, Airman, All Hands, Marines, Army Trainer, Navy Supply Corps Newsletter, Army Logistician, and so forth. Articles do not necessarily have to be written by the PAO staff. Appendix Q contains a list of these journals and a TQM checklist for such article placements.

(3) Provide speakers to military installations and schools to inform servicemembers about DLA's contributions to their well-being.

(4) Develop posters and exhibits portraying the DLA/PLFA missions for display at various military facilities.

(5) DLA headquarters: Develop a videotape that depicts the DLA/PLFA mission for use at military facilities' special events and for distribution to service libraries and schools.

(6) Use military personnel with public relations skills for active and reserve duty assignments within the agency's public affairs offices. See Appendix R for a TQM checklist on using such personnel.

(7) Develop a command presentation for use in training military members assigned to DLA or its PLFAs.

PAO GOAL IV: Convey information to the American public through the news media about DLA's success stories. Provide honest, reliable information about DLA issues and problems to the American public through the news media.

PURPOSE: To develop and nurture DLA credibility in the news media. To keep Americans informed about the vital work DLA does to keep the nation strong and free.

CUSTOMERS: The news media; the American public; DLA/PLFA directors and commanders.

ACTIONS:

(1) Arrange working breakfasts and lunches among command management, local print and broadcast media, and chief executive officers or other representatives of companies that do business with DLA activities. Arrange some meetings with DLA representatives and the media only. Vary the meetings between "on-the-record" and "off-the-record" to create a relaxed, trusting relationship. See Appendix S for a TQM checklist on arranging such meetings.

(2) Arrange media tours of facilities, highlighting management innovations and commendable employee activities. See Appendix T for the TQM checklist on arranging media tours.

(3) Arrange one-on-one interviews between the local print and broadcast media and DLA/PLFA employees who are subject-matter experts in a particular field. See Appendix U for the TQM checklist on promoting such interviews.

(4) Publicize innovative programs, cost-cutting strategies, and commendable employee accomplishments by distributing news releases to specific media. Selectively submit articles to magazines and newspapers. Articles do not have to be prepared by the PAO staff. See Appendix V for the TQM checklist on submitting such articles.

(5) Establish points of contact in each major directorate who can assist in expeditiously gathering information to answer press queries. Whenever feasible and desirable, turn a "bad" story around by inviting news media to interview subject-matter experts who can effectively tell the DLA story. See the TQM checklist on turning a bad story around at Appendix W.

PAO GOAL V: Develop a mutually beneficial relationship between DLA and industry.

PURPOSE: To promote the concepts of integrity and quality service for the armed forces within industry. To acquaint industry, large and small, on how to provide services to DLA, and to publicize the benefits to be gained from that service.

CUSTOMERS: Industry.

ACTIONS:

(1) Arrange speeches by DLA/PLFA directors, commanders and subject-matter experts for industry, trade, and professional associations.

(2) Develop an ongoing speakers bureau program specifically geared toward industry.

(3) Arrange interviews between DLA/PLFA officials and the editors of company publications during courtesy visits to industrial sites. Invite the editors for a courtesy tour of the DLA activity; follow up with an interview opportunity.

(4) Hold an open house or fair for industry officials.

(5) Place articles in and submit news releases to company newspapers and trade associations. These should describe agency initiatives and problems that require industry's support. Appendix X is a TQM checklist for placing such articles.

(6) Publish and distribute an information packet that outlines DLA/PLFA missions, activities and business procedures.

PAO GOAL VI: Develop a positive working relationship between each DLA/PLFA director/commander and the PAO staff.

PURPOSE: To carve out a public affairs program that is responsive to the particular needs of each director/commander. To acquaint each director/commander with the benefits of an active public affairs program.

CUSTOMERS: DLA directors/commanders.

ACTIONS:

(1) Welcome incoming directors/commanders by sending them an information packet prior to their arrival. Appendix Y is the TQM checklist for this packet.

(2) During the PAO incoming brief for the director/commander discuss at least two explicit examples of how PAO strategies have minimized a problem or provided favorable publicity for DLA or the PLFA.

(3) Use the Highlight Summary Report to promote exceptional actions by the PAO staff.

(4) Provide advance biographical and background information on distinguished industry visitors to the director/commander.

(5) Establish a bulletin board that highlights topics the director/commander wants employees and visitors to know about. Update it at least monthly. Or use a public address system to produce programs at least monthly for the same purpose.

(6) Design and develop displays that promote the particular concerns of the commander/director and erect them in hallways and passageways. Also arrange to have them displayed at DLA headquarters.

(7) Offer to arrange a monthly or more frequent "commander's call" with employees to allow the director/commander to express his or her concerns and to answer questions submitted in advance by employees.

PAO GOAL VII: Develop professional skills.

PURPOSE: Improve writing, editing and other public affairs skills at all levels to enable DLA to more effectively administer its public affairs program.

CUSTOMERS: PAO staff.

ACTIONS:

(1) Develop training guidelines for each member of the DLA/PLFA staff, tailoring the programs to meet individual and organizational needs in the areas of writing, editing, photojournalism, media relations, organizational and interpersonal communication, marketing and planning.

(2) Develop and update annually a comprehensive list of relevant courses offered by the government, colleges and universities, professional associations and other sources. Also include internships or job-exchange programs that could be useful. Appendix Z is a list of possible training sources.

(3) Use panet to advise fellow PAO staffs of innovative ideas or activities. Appendix AA discusses how to use panet.

(4) Submit entries to the DLA annual periodical contest and to the newly instituted outstanding PAO program awards contest.

(5) Host the annual DLA PAO/editors conference. Develop an agenda that includes formal training sessions. Appendix BB is the TQM checklist for planning such conferences.

PAO GOAL VIII: Improve the Public Affairs TQM plan.

PURPOSE: To help create a flexible, adaptable plan we can all use.

CUSTOMERS: PAO staff.

ACTIONS: Use the remarks section of the annual report form to submit ideas on what needs to be added, deleted, or changed in the plan. Include a logical analysis to support your proposal.

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- Appendix A: Semiannual Report Format
Questions and Answers on the Report
- Appendix B: List of DLA Headquarters Public Affairs Regulatory Publications
- Appendix C: 1989 Topics to be Highlighted in Command Publications
- Appendix D: 1989 Calendar of Holidays and Special Events
- Appendix E: TQM Checklist for Preparing and Publishing Command Information Publications
- Appendix F: TQM Checklist for Preparing/Submitting Articles to DLA DIMENSIONS
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- Appendix H: TQM Checklist for Preparing Information Packets for DLA Employees, the Military Services, Industry, and the News Media
- Appendix I: TQM Checklist for Preparing Orientations for New DLA Military and Civilian Employees
- Appendix J: TQM Checklist for Videotape Production for DLA Employees, the Military Services, and the News Media
- Appendix K: TQM Checklist for Staging DLA Employee Morale-Boosting Events
- Appendix L: TQM Checklist for Preparing Exhibits and Displays for DLA Employees, the Military Services, and the Community
- Appendix M: TQM Checklist for Preparing Speeches and Briefings
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- Appendix O: TQM Checklist for Establishing a Speakers' Bureau
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- Appendix Q: List of Military Service Publications; TQM Checklist for Article Placement in Government Publications
- Appendix R: TQM Checklist for Using Military Personnel in Public Affairs Offices
- Appendix S: TQM Checklist for Arranging Media Working Meetings
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- Appendix Y: TQM Checklist for Preparing Director's/Commander's Welcome Packets
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