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TOTAL QUALITY MANAGEMENT

MASTER PLAN

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**DEFENSE ELECTRONICS
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A MESSAGE FROM THE COMMANDER ON
TOTAL QUALITY MANAGEMENT

As you read the DESC Total Quality Management Plan, I ask each of you to make a commitment to continuously strive for improvement in all that you do, both here at DESC and in your personal lives. Total Quality Management embodies a philosophy that says there is a realm of quality in the way we think, act, conduct our business, and interact with others.

The DESC Master Plan focuses on commitment. First, we are committed to educating you on what Total Quality Management can do for you and to supporting your endeavors. Conversely, we expect a commitment from you to put this education and support to productive use by striving for continuous process improvement.

Realization of the benefits from this quality concept will require teamwork. I am confident that we, the members of the DESC "TEAM," can and will make Total Quality Management a way of life.

R. A. Tiebout

R. A. TIEBOUT
Brigadier General, USMC
Commander

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CONCEPTS

SECTION I

CONCEPTS

CONCEPTS

TQM BASICS

WHAT IS TQM

The Total Quality Management (TQM) concept is based upon the pioneering work of Dr. W. Edwards Deming, Dr. Joseph H. Juran, Philip B. Crosby, and others.

TQM IS:

- A systematic process for improving products and services
- A structured, disciplined approach to identifying and solving problems
- A participatory work style, conveyed by management actions and commitment, which harnesses the creativity and ideas of all employees
- Long term
- Supported by Statistical Process Control
- Practiced by each and every employee

TQM IS NOT:

- A program or fad
- Crisis management
- Conveyed by slogans
- Short term
- Driven by Statistical Process Control
- Assigned to subordinates

STRATEGY

Total Quality Management strategy is directed at achieving:

CONTINUOUS PROCESS IMPROVEMENT

Continuous improvement, the TQM hallmark, is realized by focusing on the processes that create products and services.

CONCEPTS

CONTINUOUS IMPROVEMENT

Continuous improvement is realized by creating an environment in which all employees are empowered to make improvements in the processes that create products and services. By focusing on the processes and listening to the suggestions of those who work within the process, management can bring about improvements.

Successful implementation of TQM requires:

ENRICHED ENVIRONMENT

- Disciplined long term organizational goals
- Empowering all employees by creating an enriched environment in which to work
- Instituting an organized training effort
- Employing formal, structured process improvement techniques and practicing teamwork at all levels in all situations

TQM requires consistency of purpose which must be oriented towards:

- Process improvement
- Satisfying customers' needs

KEY ELEMENTS

- o REQUIRES COMMITMENT BY TOP MANAGEMENT
 - o CREATES AN ENVIRONMENT FOR CONTINUOUS IMPROVEMENT
 - o SATISFIES CUSTOMER NEEDS
 - o FOCUSES ON TEAM WORK
 - o INVOLVES EVERY INDIVIDUAL
 - o RECOGNIZES THE IMPORTANCE OF PEOPLE
-

CONCEPTS

DoD TQM PHILOSOPHY

TQM IN DOD

TQM is a DoD initiative for continuously improving performance at every level and area of DoD responsibility. Improvement is directed at satisfying broad quality, productivity, cost and schedule goals, and at modifying management techniques. TQM brings together existing improvement efforts and specialized technical skills under a disciplined structure focused on improving all DoD processes. It demands commitment and discipline. It involves everyone. Increasing user satisfaction is the overriding Total Quality Management objective.

KEY ELEMENTS

- o DoD INITIATIVE
 - o DISCIPLINED MANAGEMENT PROCESS
 - o CONTINUOUS PROCESS IMPROVEMENT
 - o EVERYONE INVOLVED
 - o QUALITY PRODUCTS AND SERVICES
 - o REDUCED COSTS
 - o SATISFY CUSTOMERS' NEEDS
-

TQM IN THE DEFENSE LOGISTICS AGENCY

NOT A SLOGAN, FAD, OR BUZZ WORD

The Defense Logistics Agency (DLA) fully supports DoD's TQM initiatives for continuous improvement at every level. The DLA TQM Master Plan serves as the foundation for the implementation of TQM within the Agency and as the basis for the DESC Master Plan.

TQM is not just another program, fad, slogan, or 'Buzz Word.' It is a philosophy which will be rooted as a way of life within DLA. Adopting this philosophy will require a cultural change in the way we think and do business.

CONCEPTS

INTEGRATES EXISTING INITIATIVES

DLA stands to realize major gains from the implementation of TQM throughout the Agency. The many productive and innovative improvement programs already developed and working throughout the Agency will not be abandoned. On the contrary, ongoing programs will be embraced under the TQM umbrella.

KEY ELEMENTS

- o TOP LEVEL COMMITMENT
 - o A CULTURE, NOT A PROGRAM, FAD, SLOGAN, OR 'BUZZ WORD'
 - o ENCOMPASSES ALL PROCESS IMPROVEMENT INITIATIVES
-

The following TQM fundamentals form the premise upon which the DESC TQM Master Plan is built.

EVERYONE HAS A CUSTOMER

Throughout DLA, there are a multitude of different tasks performed daily by members of our very talented work force. There is at least one customer for the efforts expended in the performance of every task.

Whether customers are coworkers, bosses, organizations, activities, or soldiers, sailors, airmen, and marines, our customers expect, and deserve, the best we, individually and collectively, can provide.

TQM embraces this important customer/supplier relationship by focusing attention on providing timely quality products and services in everything that we do. Contractors, also customers, deserve quality, on time services; e.g., inspection, payment.

Because of the diversity of the DLA mission, the customer/supplier relationship takes on an added dimension within the Agency's TQM implementation strategy.

CONCEPTS

UNDERSTAND CUSTOMERS' NEEDS

Providing quality products or services on time requires that we know and thoroughly understand each of our customer's needs. Likewise, customers must understand the capabilities of the processes which we use to produce products or services.

Both parties in the customer/supplier relationship must work together to ensure that needs and capabilities are correlated to the maximum extent practicable.

The TQM effort requires a close customer/supplier relationship, and the flexibility to achieve continuous improvement.

KEY ELEMENTS

- o CUSTOMER ORIENTATION - THEY DESERVE THE BEST
 - o KNOWLEDGE OF CUSTOMERS' NEEDS REQUIRED
 - o CLOSE CUSTOMER/SUPPLIER RELATIONSHIP ESSENTIAL
 - o FLEXIBILITY PARAMOUNT
-

People are our most important resource. The success of TQM necessitates the active involvement of each and every member of the DESC family. Everyone is personally responsible for developing an attitude within DESC that encourages constructive change, identifies opportunity, and stimulates innovative ideas for continuous improvement.

Management is responsible for creating an environment which values all individuals and fosters the trust which allows open communication and permits change.

Individual contributions will be actively sought in our quest to upgrade the quality of the products and services DESC buys and produces. Concurrently, management must strive to upgrade the quality of work life which will also contribute to an environment which fosters continuous improvement.

CONCEPTS

RECOGNITION IS ESSENTIAL

Individuals and activities will be appropriately recognized for contributions to process, quality of work life, and participatory management improvements.

KEY ELEMENTS

- o PEOPLE ARE THE MOST IMPORTANT TQM RESOURCE
 - o EMPLOYEE RECOGNITION CRITICAL
-

CONTINUOUS PROCESS IMPROVEMENT

A process is a systematic approach to accomplishing a specific task. Just as everyone has customers, every task involves process.

Focusing on the processes used to create products and services is fundamental to TQM.

Whatever the task, many people are involved with the myriad of processes which contribute to mission accomplishment. Employee knowledge, analysis, measurement, and improvement of work processes is key to the success of TQM.

PROFOUND KNOWLEDGE

It is a basic precept of TQM that all employees have a profound knowledge of each process with which they use that knowledge to enhance efficiency and effectiveness. Positive improvement is primarily generated from the ideas of those who participate in processes.

Only after every aspect of each process is mastered, can analysis, measurement, and improvement efforts be effected which integrate TQM into the way we do business.

Process analysis is a critical component of the TQM effort. Many proven management techniques and analytical tools are available to assist in process analyses.

CONCEPTS

Through profound knowledge and appropriate statistical tools, potential improvements can be identified, beginning with the areas offering the largest return on investment. It is imperative that critical control points be isolated in processes where opportunities for improvement exist.

KEY ELEMENTS

- o PERFORMANCE INVOLVES PROCESSES
 - o PROFOUND KNOWLEDGE OF PROCESSES NEEDED
 - o MANAGEMENT TECHNIQUES AND ANALYTICAL TOOLS ARE KEYS TO PROCESS IMPROVEMENT
-
-

METHODOLOGY

SECTION II
METHODOLOGY

TQM STRUCTURE

HOW TO

Cultivating Total Quality Management as a way of life will require development of a TQM structure, education, identification of responsibilities and establishment of goals. It will also require follow-up by all levels of management to track implementation and progress.

At DESC, TQM goals will be translated into improved products and services through the repetitive, continuous use of a process improvement cycle. The process improvement cycle will consist of:

- Identification of work processes
- Identification of relevant measurement points
- Identification and prioritization of opportunities for improvement
- Implementation of the best solutions
- Monitoring effectiveness

**LEADERSHIP
INVOLVEMENT**

Each Directorate/Staff Office (D/SO) is responsible for implementing TQM within its respective environment. This includes identification of essential processes, selection of Process Action Team (PAT) members, training of the PAT team, monitorship of team progress, and constant support to the TQM concept. TQM requires the leadership of top management if it is to be successful. Leadership is much more than vocal; it must be visual and substantial.

**EXECUTIVE
OVERSIGHT**

To demonstrate Command level support for and interest in the DESC TQM effort, an Executive Steering Committee (ESC), co-chaired by the Deputy Commander and the Chief of Staff, has been established with responsibility for providing TQM policy guidance and direction to the D/SOs. Membership includes representatives from K, L/C, O, and P, with K representing the DESC work force; L/C representing DESC's policies, plans and programs; O representing the external customers and depots; P representing the industrial community and all parties representing the interests of the DESC D/SOs. The ESC will meet on a quarterly basis and will advise the Commander on DESC's TQM program.

METHODOLOGY

To assist the ESC and each D/SO in establishing and maintaining its respective TQM programs, a Senior Steering Committee (SSC) chaired by the DESC TQM Manager within the Office of Policy and Plans/Comptroller, has been established. The SSC will report to the ESC and will be supported by the D/SO TQM Managers. The responsibilities of the SSC are to:

IMPLEMENTING PLANS

- Advise the ESC
- Establish broad DESC TQM goals
- Provide guidance and direction for TQM implementation
- Oversee TQM within DESC and coordinate education

The SSC will meet at the call of the chairperson, but no less than quarterly, to discuss, formulate, and refine TQM policy, education, initiatives, goals and achievements. Membership will vary and will consist of the D/SO TQM Managers and/or PAT teams.

CORE DESC TQM GOALS

SECTION III
CORE DESC TQM GOALS

CORE DESC TQM GOALS

The TQM Core Goals listed in this section are considered necessary for successful integration of TQM throughout DESC. They do not exhaust all of the actions required nor do they limit additional goals as we progress to the quality life-style engendered by the TQM philosophy.

D/SOs, particularly, will need to expand these goals to better encompass the mission of their organizations.

DEVELOP A TQM TRAINED WORK FORCE

COMMITMENT TO TRAINING

Successful implementation of TQM requires a properly trained work force, including executives, managers, facilitators and workers alike. TQM requires a level of commitment, involvement and dedication which can only be achieved by a structured, continuous education program. This training must begin at the executive level and deliberately permeate the entire organization through an organized downward training cycle. DESC training will consist of six elements:

- Attendance of the Command Staff and the Directors and Deputies at the Dr. W. Edwards Deming TQM seminar.
- Introduction of TQM concepts to executives, managers, supervisors and employees.
- Training of TQM Process Action Team members who will serve as internal consultants to support TQM in operation.
- Utilization of publicity/information services to keep the program and training opportunities in the forefront.
- Identification of subsequent, increasingly detailed, continuing TQM training opportunities for supervisors and managers.
- Establishment of the necessary processes to administer the TQM training program.

A standardized approach to training will be developed to ensure consistency throughout DESC. All D/SOs will use only DESC approved training for their respective PAT teams.

CORE DESC TQM GOALS

CONTINUOUS TRAINING

While training will be a continuous effort, a successful, organized approach to TQM requires that the highest levels of management receive and accept proper training as a priority, followed by the development of facilitators and training of middle management and other personnel requiring specialized training. Training will focus on both internal and external applications of TQM and related management principles.

KEY ELEMENTS

- o SECURE APPROPRIATE TRAINING
 - o TOP DOWN TRAINING
 - o DEVELOP FACILITATORS
 - o CONTINUOUS TRAINING
-

HARMONIZE DIRECTIVES

DESC, like any organization, operates under policies, guidelines, regulations and laws from both internal and external sources. If we are to assure that Total Quality Management permeates our daily activities, and fosters improvements in our processes, inconsistencies within existing directives must be corrected. The basic intent is to eliminate barriers to success whether internally or externally imposed.

INTERNAL BARRIERS

As the Total Quality Management process takes hold, management must assure commonality and consistency of improvement approaches by eliminating contradictory signals. Motivating factors must be consistent with the TQM philosophy. Directives, regulations, instructions and attitudes will be reviewed for conflict with the TQM approach and harmonized accordingly.

CORE DESC TQM GOALS

EXTERNAL BARRIERS

Total Quality Management requires review of the processes of our work environment. By virtue of our mission, we interface with a multitude of outside agencies, whose directives, policies and attitudes directly impact DESC's work environment. While often more difficult to resolve than internal issues, external barriers must also be reviewed and properly assessed in light of TQM. An approach must be developed for removing any external obstacles.

KEY ELEMENTS

- o IDENTIFY AND REMOVE INTERNAL OBSTACLES
 - o HARMONIZE TQM EFFORTS AND DIRECTIVES
 - o IDENTIFY EXTERNAL OBSTACLES
 - o DEVELOP APPROACH TO REMOVE EXTERNAL OBSTACLES
-
-

INTEGRATE EXISTING INITIATIVES

SYNCHRONIZE

Existing initiatives within DESC which encompass the principles of continuous process improvement will be defined and synchronized under the TQM umbrella. D/SOs responsible for each initiative will carefully review the application of such initiatives or programs to ensure that they are in conformance with TQM.

Under the 'Concept' segment of this Master Plan it was emphasized the TQM requires consistency of purpose. When assessing existing programs they must reflect consistency, otherwise our efforts will be without proper focus and will be diverted and ineffective. Initiatives which do not reflect consistency should be reoriented, or deleted.

CORE DESC TQM GOALS

SENSITIZE INDUSTRY TO TQM, AND ENCOURAGE ADOPTION IN BUSINESS STRATEGY

MILITARY INDUSTRIAL INTERFACE

We at DESC have a unique opportunity to influence industry to adopt TQM for the electronic commodity. Our Directorate of Engineering Standardization has been promoting TQM throughout the electronics industry. It, also, exerts influence through the development and maintenance of military specifications and through the Military Parts Control Advisory Group wherein quality in parts production processes has been and will continue to be emphasized. Our Directorates of Quality and of Technical Operations both exert influence through the development of quality assurance provisions for our piece parts. Our Directorate of Contracting and Production exerts influence through our expressed and implied search for quality producers. Examples of such efforts are the Outreach Program and the Quality Vendor Program. The entire DESC "TEAM" contributes to the promotion of quality through our daily interface with our customers--both industry and the Military Services.

INSTITUTIONALIZE TQM

WAY OF LIFE

The ultimate goal is to incorporate TQM into everyday life. The principles, training practices and processes aimed at achieving continuous improvements will become routine business for DESC. The TQM label will eventually fade from use when continuous process improvement is ingrained throughout DESC as the normal method of operation by all employees at all levels.

This goal will be accomplished through the commitment and participation of the entire DESC "TEAM." Top leadership commitment will be amplified by a continuous education program which will be used to instill the TQM philosophy at all levels of the work force.

This TQM Master Plan constitutes guidance and direction regarding implementation of Total Quality Management throughout the Defense Electronics Supply Center.

CORE DESC TQM GOALS

KEY ELEMENTS

- o TOP MANAGEMENT COMMITMENT
 - o CONTINUOUS EDUCATION
 - o INGRAINED THROUGHOUT DESC
 - o CONTINUOUS PROCESS IMPROVEMENT
-
-

EXECUTION

SECTION IV

EXECUTION

EXECUTION

This portion of the plan contains the actions DESC is taking to implement TQM. Listed are the broad or encompassing actions necessary to complete major milestones for the execution strategy.

DESC TQM MILESTONES

TQM EXECUTION PLAN MILESTONES		CY 1989	CY 1990	CY 1991	CY 1992	CY 1993	CY 1994
		1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4	1 2 3 4
1.	PUBLISH DESC TQM MASTER PLAN	* <					
2.	TRAINING						
	A. DEVELOP TRAINING REQUIREMENTS	*-----					
	B. IDENTIFY TRAINING COURSE AVAILABILITY	>-----					
	C. CONDUCT TRAINING	>-----					
3.	TQM STATUS						
	A. OPERATE FEEDBACK/MONITORING SYSTEM	>-----					
	B. ESTABLISH TQM COMMUNICATION METHODS	> <					
	C. CONDUCT TQM PROGRESS BRIEFINGS	>-----					
LEGEND:							
		> SCHEDULED START < SCHEDULED COMPLETION * STARTED + COMPLETED ---- ON-GOING PROCESS					