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13. ABSTRACT (Maximum 200 words)

This document briefly outlines the DLA Directorate of Supply Operations plan to implement total quality management. It seeks to provide better service to customers at a lower cost through continuous process improvement and commitment from everyone in the organization.

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Supply Operations
Total Quality Management (TQM)
Master Plan

I. References.

- A. Supporting the Armed Forces--The DLA Strategic Plan, 1988.
- B. Department of Defense Total Quality Management Master Plan, August 1988.
- C. The DLA Total Quality Management Master Plan, January 1989.

II. Philosophy.

- A. The Supply Operations TQM Plan conforms to the spirit and guidance found in the references. The DLA TQM Master Plan, reference c, provides the direction for TQM in Supply Operations.
- B. The basis for TQM in Supply Operations is a recognition that we can provide better service to our customers, at a lower cost, if we do the best job every time. This will take a personal commitment from everyone in the organization to continually improve the processes by which we accomplish our jobs.
- C. Therefore, TQM in Supply Operations is a top to bottom commitment to excellence in everything we do, with leadership supporting consistent and continuing improvement as a team effort.

III. Objective.

Create an environment to foster trust, teamwork and pride and achieve a cultural change within the organization which will result in continuous improvement in executing our mission.

IV. Strategy.

- A. Obtain commitment of senior management to create and foster a TQM environment.
- B. Provide awareness and application training and develop a consistent approach.
- C. Develop short-term team, prototype and individual applications--to fix or improve things we control (and influence the outside environment).
- D. Internalize the TQM concept as part of our work culture.
- E. Measure successes.

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V. Actions.

A. Senior management has participated in TQM indoctrination and training at the Defense Management College.

B. Executive Director has stated commitment to TQM concept and issued guidance on instilling the concept in the Directorate's operations.

C. Initial awareness training provided to all personnel by consultant.

D. A Directorate steering group has been formed to guide and integrate TQM actions.

E. A working level task group has been formed to coordinate TQM efforts.

F. Division level managers have issued statements on TQM commitment, issued guidance on TQM implementation, and fostered TQM initiatives.

G. TQM application training opportunities have been made available to all personnel.

H. Prototype applications of the TQM approach to process improvement are being developed.

I. The TQM concept is being applied to our field level performance evaluation instead of the traditional goal setting concept.

J. A systematic evaluation of customers, processes to meet customer needs; critical success factors; and measurement of accomplishment against those factors are underway.

Grady
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Deputy Executive Director
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