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This document briefly outlines the DLA Office of Command Security TQM implementing plan. It identifies improvement goals pertaining to security and outlines the Office of Command Security instruction for TQM implementation.

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DLA-I

31 JUL 1989

SUBJECT: Submission of TQM Plan

TO: DLA-Q

Enclosed is the Total Quality Management Plan for the Office of Command Security (DLA-I). Any questions concerning this plan should be addressed to Jim Pope, X46067.


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OFFICE OF COMMAND SECURITY (DLA-I)
Total Quality Management (TQM) Plan

BASIC TQM CONCEPTS

- o Requires dedication, commitment, and participation from top leadership
 - oo Acting on recommendations to make positive changes is the most convincing evidence of commitment to improvement
- o Recognizes people as the most important resource - they are the most essential component in continuous improvement process
 - oo Recognizing and rewarding behavior aimed at achieving continuous improvement is vital
 - oo Practices that encourage change, identify opportunities for improvement and stimulate innovative ideas are crucial
- o Involves every employee in improving their own work processes
 - oo Requires a thorough understanding of their work processes
 - oo Employs a structured, disciplined approach that improves all processes
 - oo Places emphasis on preventing defects through process improvement
- o Creates teamwork and constructive working relationships
- o Builds and sustains a culture committed to continuous improvement
- o Focuses on satisfying customer needs and expectations
 - oo Internal users are the ultimate customers for security
- o Employs the best available management practices, techniques, and tools
- o Requires training, team-building, and worklife enhancements which are essential elements in creating an environment which our people can grow and gain experience/capability

IMPLEMENTATION OF TQM PLAN

o Concept

Implementation of TQM within Command Security is being accomplished by 'continuous improvement' of the processes used to satisfy 'customer' needs. This plan is directly applicable to HQ DLA-I staff and only indirectly applicable to field activities.

Steps of Implementation

- o Planning
- o Orienting employees
- o Training employees - top to bottom
- o Identifying key "processes"
- o Flow charting of processes
- o Identifying "problems"
- o Designing solutions/improvements
- o Monitoring effectiveness

Implementation structure within DLA-I

- o Steering Committee
- o TQM Facilitator
- o Functional Facilitator
 - oo ADP and Communications Security
 - oo Criminal Investigations
 - oo Information and Personnel Security
 - oo Physical Security and Law Enforcement
 - oo Office Administration
- o 66-Member "Quality Team"
 - oo Field Activity Members
 - ooo DCAS Representative
 - ooo Supply Depot Representative
 - ooo Supply Center Representative
 - ooo Service Center Representative

CORE TCM GOALS

- o Improve the overall personnel security adjudication process
 - oo Refine DLA criteria to be used in conjunction with the adjudication guidelines in DoD 5200.2-R
- o Enhance user friendly capabilities of the Command Security Automated Control System
 - oo Develop software to facilitate analysis of patterns and trends in criminal investigations
- o Enhance security awareness among the community of computer users
- o Improve timeliness of ADP accreditations and reaccreditations
- o Develop automated system to detect and evaluate physical security weaknesses at DLA installations
- o Develop procedures to involve local physical security personnel in the initial design process for new facilities