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13. ABSTRACT (Maximum 200 words)

This document discusses the implementation of TQM by DCSC. It includes a DCSC TQM charter and policy statement, TQM overview, structure, training plan, and short-, mid- and long-range improvement initiatives. The goal of the DCSC TQM effort is to provide the best supply support possible when and where it is needed by customers, ensuring efficiency and effectiveness through commitment to continuous improvement.

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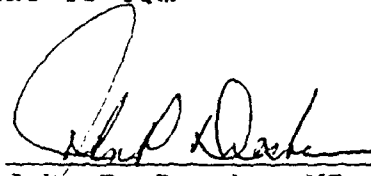
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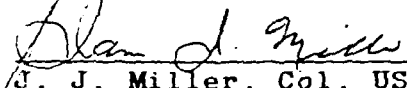
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MANAGEMENT'S COMMITMENT TO TQM

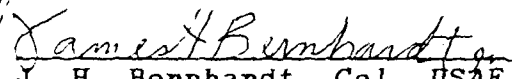
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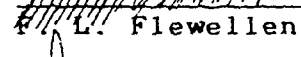
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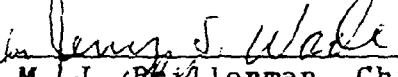
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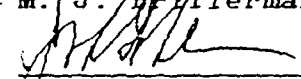
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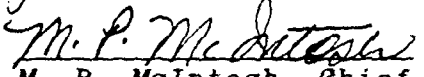
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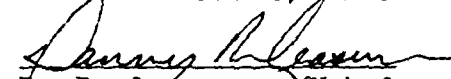
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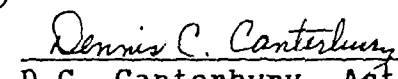
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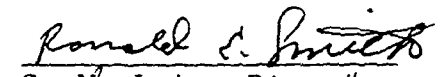
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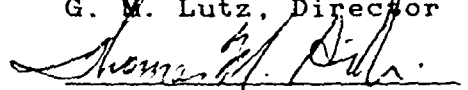
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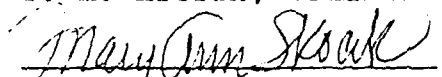
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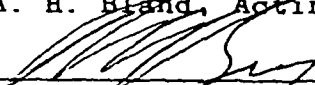

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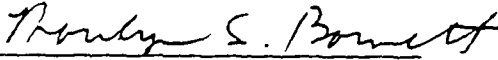
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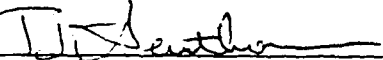
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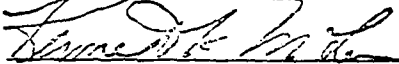
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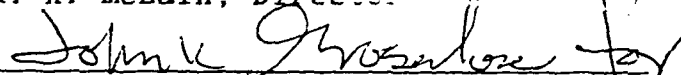
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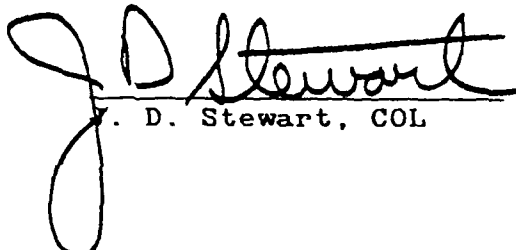
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DEFENSE CONSTRUCTION SUPPLY CENTER
COLUMBUS OHIO

TOTAL QUALITY MANAGEMENT

OUR MISSION

To support the highest level of readiness through acquisition, storage and distribution of supply items requested by our military customers.

OUR GOAL

To provide the best supply support possible when and where it is needed by our customers, ensuring efficiency and effectiveness for our actions through a commitment to continuous improvement of our work and our end products.

OUR RESPONSIBILITIES

To Our Customers:

A commitment by both employees and management to improvement. Actions speak louder than philosophical words. The customer after all, is the sole reason for our existence.

To Our Employees:

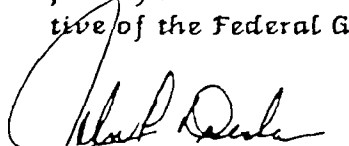
A commitment to our employees who are the corporation - an investment in excellence through education and training that will provide the foundation necessary for improving our support to our customers.

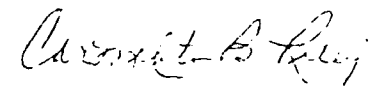
To Our Vendors:

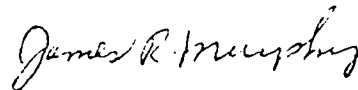
A commitment to break down barriers and to streamline the acquisition process while requiring a reciprocal commitment from our vendors to pursue improvement in the goods and services they provide.

To Our Community:

We will honor our obligations to society by being an economic asset, participating in community enrichment programs, and being a positive representative of the Federal Government.


JOHN P. DRESKA
Major General, USA
Commander


CARMELITA RILEY
President
AFGE Local 1148


JAMES R. MURPHY
President
1FPTC Local 7

DCSC

TQM POLICY STATEMENT

TQM POLICY STATEMENT

In a constantly changing world, one idea must endure--the commitment to ensure that DCSC's timely support to the military customer is the best it can be. This level of performance demands an ongoing investment by the employees of DCSC to promote constant improvement in buying and supplying better quality items to our military customers at the best value to the taxpayer.

TQM

OVERVIEW

DCSC TQM OVERVIEW

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 an integral part of and vitally important to the overall DCSC Strategic Plan.
TQM IS NOT a stand alone process initiated to resolve all of DCSC's problems.

TQM IS a systematic process for improving products and services.
TQM IS NOT a program or a fad.

TQM IS a structured, disciplined approach to identifying and solving problems.
TQM IS NOT crisis management.

TQM IS a participatory work style, conveyed by management actions and commitment, which harnesses the creativity and ideas of all employees.
TQM IS NOT a dictatorial initiative conveyed by slogans.

TQM IS a long term commitment.
TQM IS NOT a quick fix.

TQM IS practiced by each and every employee.
TQM IS NOT assigned to subordinates.

TQM IS supported by Statistical Process Control.
TQM IS NOT driven by Statistical Process Control.

DCSC TQM OVERVIEW

KEY ELEMENTS

- o COMMITMENT BY TOP MANAGEMENT
- o AN ENVIRONMENT FOR CONTINUOUS IMPROVEMENT
- o SATISFACTION OF CUSTOMER NEEDS
- o INVOLVEMENT BY EVERY INDIVIDUAL AND FOCUS ON TEAMWORK
- o RECOGNITION OF THE IMPORTANCE OF PERSONNEL

COMMITMENT BY TOP MANAGEMENT

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 initiatives, and at modifying management techniques. TQM brings together existing improvement efforts and specialized technical skills under a structured approach focused on improving all DoD processes.

The Defense Logistics Agency (DLA) fully supports DoD's TQM initiatives for continuous improvement at every level. DLA stands to realize major gains from the implementation of TQM throughout the Agency. As a quality buyer, a substantial portion of these gains will be found in the products and services acquired from industry. Our Outreach programs will be oriented to encourage industry to adopt TQM, and to guide industry, by example, in furthering TQM principles, practices, and philosophy. DLA will be universally recognized as a "World Class" logistics support activity. The DLA TQM Master Plan serves as the foundation for the implementation of TQM within the Agency.

AN ENVIRONMENT FOR CONTINUOUS IMPROVEMENT

Continuous Improvement is the hallmark of TQM. It is realized by focusing on the processes that create products and services. Only after every aspect of each process is mastered can analysis, measurement, and improvement efforts be introduced. It is a basic precept of TQM that all employees have a profound knowledge of each process with which they are involved; therefore, consistent formal training in the appropriate techniques and tools of process analysis must be provided to each employee. It follows then that management must listen to employee suggestions for improvements to the process and, wherever possible, empower employees to make those improvements.

SATISFACTION OF CUSTOMER NEEDS

In the performance of every task, there is at least one customer for the efforts expended. Whether our customers are co-workers, supervisors, organizations, activities, or Servicemen and women, they expect, and deserve, the best we 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 are also customers, who deserve quality, on-time services such as inspection, payment, etc.

Providing quality products or services requires that we know and thoroughly understand each of our customer's needs. Likewise, customers must understand the capabilities of the processes we use to produce products and services. Both parties in the customer/supplier relationship must work together to ensure that needs and capabilities are correlated to the maximum extent practicable. It is vital to our survival that we review the processes in each organization for those critical points that influence customer satisfaction.

DCSC TQM OVERVIEW

INVOLVEMENT OF EVERY INDIVIDUAL AND FOCUS ON TEAMWORK

Simply put, we need 100% involvement of every individual. We can't expect to get a process improved unless the personnel who know the process best are part of the improvement effort. Teamwork is critical to successful improvement. The Executive Steering Committee (ESC), Quality Management Boards (QMBs), Process Action Teams (PATs) and Quality Circles (QCs) all require the efforts of members to work together as a team. To stay competitive in today's environment, DCSC will strive to develop highly skilled work teams.

RECOGNITION OF THE IMPORTANCE OF PERSONNEL

It's been stated before: people are our most important resource. Without the active involvement of each and every member of the DCSC family, TQM has no chance to succeed. For each person to feel personally responsible for developing an attitude within themselves that encourages constructive change, identifies opportunities, and stimulates innovative ideas for continuous improvement, they need to feel they are part of the team. Supervisors are responsible for creating an environment which respects individuals and fosters trust, which allows open communication, and encourages change. Another important aspect of instilling a feeling of worth is through personal recognition. Individual and group achievement will be appropriately recognized for contributions to the process and quality of work life. The best recognition of the contribution is implementation of the idea itself.

DCSC

TQM STRUCTURE

DCSC TQM STRUCTURE

KEY ELEMENTS

- o DEVELOPING THE TQM APPROACH
- o STRUCTURE
- o RESPONSIBILITIES

DEVELOPING THE TQM APPROACH

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

The DCSC TQM Master Plan contains thrusts which provide a framework for Total Quality Management at DCSC. These thrusts will be supported by specific process improvement actions.

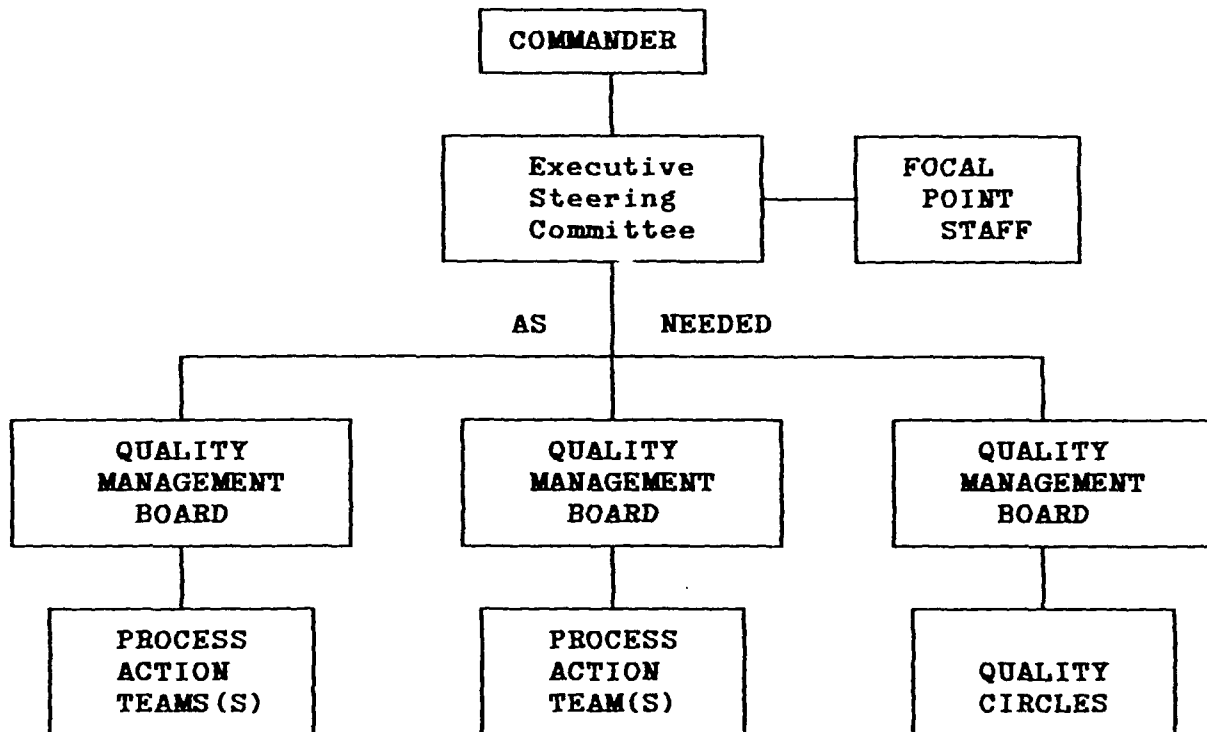
At DCSC, our initiatives will be translated into improved products and services through the repetitive and continuous use of a process improvement cycle. The process improvement cycle will consist of the following:

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

DCSC TQM STRUCTURE

STRUCTURE

A TQM structure will be established which mirrors the current organization to the maximum extent possible. The basic TQM structure for DCSC is diagrammed below:



The DCSC TQM structure will consist of an Executive Steering Committee (ESC), TQM Focal Point Staff (FPS) and designated Quality Management Boards (QMBs) consisting of at least one ESC member. The QMB in turn will appoint Process Action Teams (PATs) with at least one QMB member. The Quality Circle (QC) teams receive direction from their directorates and offices, but are also responsible to the ESC through the Quality Circles QMB.

The ESC includes all major Directorate and Office Heads. The ESC will be co-chaired by one military officer and one civilian. The FPS will coordinate training and perform administrative duties in support of the ESC.

DCSC TQM STRUCTURE

RESPONSIBILITIES

The overall DCSC TQM effort is the responsibility of the ESC, which reports to the Commander. The ESC will:

- Advise the Commander on TQM matters;
- Establish TQM initiatives;
- Establish Quality Management Boards;
- Provide guidance and direction for TQM implementation and develop the overall TQM vision;
- Oversee TQM;
- Participate and implement, through QMBs' analysis of the processes;
- Ensure total workforce involvement;
- Identify critical customer requirements;
- Prioritize products and services for quality improvement;
- Provide training resources;
- Integrate strategic planning and quality improvement efforts.

The ESC will meet when called by either co-chairperson, but no less than monthly, to discuss, formulate, and refine TQM policy, initiatives, and achievements. The ESC is supported by Quality Management Boards and the TQM Focal Point Staff, who facilitate TQM implementation at DCSC.

Our plan incorporates the methodology and initiatives established by the Headquarters DLA ESC, and applicable initiatives identified in the DLA Principal Staff Element TQM plans. The DCSC plan also contains unique/specific initiatives and procedures for tracking progress.

DCSC TQM STRUCTURE

Our methodology employs three types of teams that will work for process improvement. These teams are QMBs, PATs, and QCs.

QMBs

- Identify the specific processes related to the targeted products and services;
- Identify process problems and develop solutions;
- Establish Process Action Teams;
- Ensure Process Action Teams are trained;
- Consolidate and interpret process data from PATs;
- Document major results and report to the ESC.

PATs/QCs

NOTE: Quality Circle team members are voluntary.
PAT team members are appointed.

- Conduct process analysis for quality improvement requested by QMB;
- Collect process data for QMBs;
- Recommend process corrections;
- Establish process monitoring systems;
- Document process analysis and improvement activities, and report results to the QMB.

TQM

TRAINING PLAN

TQM TRAINING PLAN

KEY ELEMENTS

THE EDUCATION PROCESS:

- o TRAIN THE EXECUTIVE STEERING COMMITTEE
- o TRAIN FACILITATORS
- o TRAIN QUALITY MANAGEMENT BOARDS
- o TRAIN PROCESS ACTION TEAMS
- o TRAIN MANAGERS
- o TRAIN EMPLOYEES

TQM succeeds only when managers and employees have the tools to work together for continuous process improvement. The education will begin with the Executive Steering Committee. The education must begin at the executive level, and permeate the entire organization through an organized downward training cycle. The reason for top-down education is to avoid the program mentality of 'here today and gone tomorrow.' The TQM philosophy must be embraced and practiced by top leadership if their example is expected to move the workforce to action. People are influenced by the actions of leaders; not by their words. Once the Executive Steering Committee has a fundamental grounding in TQM, their actions and decisions will shape and mold continuing process improvement. The TQM Focal Point Staff (FPS) will also be trained with the ESC. The FPS will support the ESC in all aspects of implementing TQM to include training efforts. The FPS is responsible for consistency of lesson plans and training provided by the facilitators. The Training QMB will establish criteria for facilitator selection.

TQM TRAINING PLAN

The ESC will bring in quality and productivity experts from government and industry to talk with DCSC managers and supervisors. The exchange of lessons learned from other organizations will assist DCSC in implementing TQM.

Once projects are identified, QMB and PAT teams will be given just-in-time training to use in conjunction with their process improvement efforts.

All managers and employees will receive TQM orientation training. This orientation will provide an appreciation of TQM and the need for teams working on process improvement. Ultimately, TQM will become a way of life. The TQM philosophy means every work group will be a team engaged in continuous process improvement.

The specific types of training will consist of the following:

INITIAL ORIENTATION FOR CURRENT EMPLOYEES

TQM orientation is designed to give all employees a general appreciation of the TQM philosophy. This will include an overview of Dr. W. Edwards Deming and the contributions of Dr. Juran and Phil Crosby.

TQM orientation will include discussions of the DoD, DLA, and DCSC TQM Master Plans, and each employee's responsibility in implementing and sustaining TQM. Success stories from both government and private industry will also be a part of this training.

PROBLEM SOLVING TECHNIQUES FOR TEAMS

This training is the cornerstone for continuous process improvement. It will consist of such tools as Brainstorming, Flow Charts, Pareto Analysis, Cause and Effect Diagrams, Nominal Group Technique, various types of charts, checklists, etc., to attack and analyze problems.

TQM TRAINING PLAN

STATISTICAL PROCESS CONTROL

Statistical Process Control (SPC) is the use of statistical techniques and graphical methods such as control charts to analyze a process or its outputs. This approach requires appropriate actions to achieve and maintain a state of statistical control and to improve process capability. Statistical process control virtually guarantees process improvement.

TEAM STRUCTURE AND COMMUNICATIONS

The role of teams is extremely important to implementation of TQM. Through group interaction, a synergy is formed which enables a team to accomplish more than its individual members could accomplish on their own.

Supervisors will learn the importance of becoming a leader of the team rather than the boss. Team members will find their varying personality types and backgrounds bring a wealth of opinions and ideas to share with their fellow team members.

This training will explore the processes and attitudes necessary to build an effective team. Topics will include team characteristics, individual and group behavior, communication, leadership strategies, and conflict identification and resolution.

TQM TRAINING PLAN

INVESTMENT IN EXCELLENCE

This course provides the tools to change our mindsets. It will help DCSC bridge the gap between the program mentality of today and the Process Improvement Philosophy of tomorrow.

Investment In Excellence, simply put, is a three day journey into an experience that mirrors the title. This curriculum was chosen due to its powerful content and logical linkage to a Total Quality Management philosophy. This is an opportunity for attendees to learn and share concepts, examples and proven techniques, which allow each trainee to bring all of his or her abilities and talents to the surface. Each unit of the curriculum takes the student through a journey, and provides powerful tools for success. With this cooperative, self-discovery approach, the course provides a powerful and constructive framework to improve decision making and bring out more of the employee's potential.

OTHER TRAINING

As TQM evolves in both government and private industry, our training material will be updated.

TQM

SHORT - MID - LONG

RANGE INITIATIVES

TQM SHORT-MID-LONG RANGE INITIATIVES

KEY ELEMENTS

- o DCSC TQM THRUSTS
- o SHORT RANGE INITIATIVES
- o MID RANGE INITIATIVES
- o LONG RANGE INITIATIVES

DCSC TOTAL QUALITY MANAGEMENT THRUSTS

The Commander, DCSC, has defined four major areas of concentration which will enable us to live up to our corporate TQM policy statement. Those four thrusts are:

INCREASE SUPPLY AVAILABILITY

REDUCE COSTS

IMPROVE PROCUREMENT PROCESS

INVEST IN AND INVOLVE PEOPLE

All initiatives at DCSC support the four major thrusts mentioned above. They are categorized below to reflect the primary thrust which they support. Initiatives are classified as short range (1 year), mid range (3 years), and long range (7 years). Several of the short range initiatives are currently linked with QMB charters found in the appendix. The mid and long range initiatives are written in more general terms so that flexibility exists for change and improvement as they are implemented.

There are several broad initiatives which do not lend themselves to categorization under one of the four thrusts, but which will be necessary to achieve our goals. These include actions such as developing a better understanding of our

TQM SHORT-MID-LONG RANGE INITIATIVES

customers' needs through increasing the number of people involved in customer support liaison. We must also ensure that all policy documents, existing and proposed, include information defining specific TQM involvement and support. Finally, we must adopt a management philosophy of learning the cost of doing business, and the estimated cost under any changes contemplated. Every management decision should consider the cost/benefit trade-offs of taking that particular action. The analysis must consider not just costs peculiar to a specific organizational element, but the effect on the entire Center. This is not to say that the lowest cost solution is always appropriate. In many cases, higher quality service to our customers may dictate extra cost. Long range benefits may outweigh short term cost increases. The bottom line is informed decision making in a cost conscious environment.

INCREASE SUPPLY AVAILABILITY

SHORT RANGE (1 YEAR)

IMPROVE CATALOGING - Review and develop improved policies and procedures for the cataloging process (applicable to DCSC-O and -S functions).

DEVELOP BUY GUIDANCE - Review and develop improved methods to determine selection, timing, and quantity of items to be bought to reduce the impact of future stock fund reductions.

INCREASE LONG-TERM CONTRACTS COVERAGE - Make major gains in the percentage of stock fund obligations which are placed against long-term contractual instruments. Such an approach yields tremendous benefits in developing a stable vendor base of high quality, reliable sources. Available techniques include Indefinite Delivery Type Contracts, Requirements Contracts, and Co-located Operating Parts Depot type contracts. Particular emphasis will be placed on the Paperless Ordering Purchasing System, which not only yields the benefits of a long-term contractual approach, but takes commercial items out of inventory.

TQM SHORT-MID-LONG RANGE INITIATIVES

Our initial effort will identify a core group of items that exhibit long-term demand stability, technical stability, and relatively high stock fund dollars for long term contracts and advanced acquisition planning purposes.

IMPROVE PROCESSING OF DISCREPANCIES/CUSTOMER COMPLAINTS - Review and improve methods relating to the processing of actions and responsiveness to our DoD customers.

IMPROVE MANAGEMENT OF FIRST ARTICLE TEST (FAT) INFORMATION - A new procedure has been established by the Contracting and Production and Quality directorates to manage First Article Tests (FATs). The procedure will monitor, follow-up, and evaluate future FATs. Quality Assurance Specialists are now reviewing current contracts with FAT clauses to troubleshoot potential problems.

ESTABLISH MINI-ICP

The MINI ICP Project began 1 April 1989 with representatives from DCSC-P and -O, with -Q and -S participation as needed. This team is responsible for monitoring 302 NSN'S cradle to grave; reducing production and administrative lead time; and reducing the number of backorders.

TQM SHORT-MID-LONG RANGE INITIATIVES

MID RANGE (3 YEARS)

FOSTER THE IMMEDIATE IMPROVEMENT INITIATIVES I³ -

Modernize SAMMS in conjunction with input from DLA HQs, DSAC, the integration contractor and the other DLA Supply Centers.

LONG RANGE (7 YEARS)

Our long range goal is to achieve supply availability in the mid to high nineties. Dramatic process improvements will be accomplished to overcome funding short falls. Backorders will be significantly reduced. The workforce will be sensitive to customer needs.

REDUCE COSTS

SHORT RANGE (1 YEAR)

CONSOLIDATE SMALL DOLLAR VALUE PURCHASES - DCSC

will test aggregating multiple small purchase stock buys where the cumulative annual buy will still fall below the small purchase threshold. Minimal stock fund impact is expected, as are reduced costs through less procurement labor, reduced paper clog in the system, and attainment of more economic ordering quantities.

REDUCE LEAD TIME - We are also looking at a sample of the over 225 days population of purchase requests and purchase orders. We have flow charted the procurement process and pin-pointed potential problem areas for further examination.

REVIEW A BACK TO BASICS APPROACH - All ICP goals as they relate to accuracy, efficiency, quantity and timeliness are under review and analysis. This initiative will also focus on executive judgement on our current goals, the goal setting process, and begin the strategic planning process.

TQM SHORT-MID-LONG RANGE INITIATIVES

MERGE THE OFFICE OF COMPTROLLER WITH THE POLICY AND PLANS DIRECTORATE - The merger will integrate the team concept in support of DCSC/DDCO customers. The organization will be flatter to improve communications and reduce management layers between the team and the customer.

MID RANGE (3 YEARS)

REVIEW ORGANIZATION STRUCTURE - The overall organization structure of the ICP will be reviewed to ensure that we are organized in the best possible way to achieve mission objectives. We want to look at the results of the MINI-ICP test and other possible applications of team concepts. We will review all structures to ensure elimination of unnecessary management layers, maintenance of one face to our external customers, and maximize opportunities for professional growth of the workforce.

ENHANCE DEFENSE STANDARDIZATION - This initiative will focus on management's efforts to establish accountability and assure compliance by identifying current policies and implementing continuous improvement. This initiative, will enhance our interface with non-government standards bodies.

LONG RANGE (7 YEARS)

Long-range initiatives include focusing on the automation of standardization databases. Additional cost reduction objectives will include equipping all of the TQM teams with the tools needed to identify and reduce the cost of our products. These tools might include training in value added analyses, economic analyses, etc.

TQM SHORT-MID-LONG RANGE INITIATIVES

IMPROVE PROCUREMENT PROCESS

SHORT RANGE (1 YEAR)

EXPAND THE DCSC QUALITY VENDOR PROGRAM -

Significant expansion of the QVP is necessary to ensure placement of DCSC contracts with high quality, dependable vendors. During the next year we will expand the current test program to those Federal Supply Classes which will afford the most benefit for the resources invested. Screening of QVP applicants to assess whether they meet the criteria of a proven track record of on-time delivery, and an absence of quality deficiency reports will continue. Contracting officers will have the option to pay up to a 20% higher price to buy quality and delivery.

We are reviewing the potential selective use of the QVP philosophy in an individual contracting situation. This approach will allow us to accelerate implementation where we've had problems in the past.

REDUCE PROCUREMENT ADMINISTRATIVE LEAD TIME -

We are undertaking a review of Automated Small Purchase Phase I failures to determine the type of failures received, vendors involved, and the age of the PRs when they are processed as manual buys. Our review will encompass alternatives to achieve more timely and cost effective processing.

TQM SHORT-MID-LONG RANGE INITIATIVES

ESTABLISH A DCSC VENDORS OUTREACH PROGRAM - A core group of individuals will be established to work with our vendor community. The purpose is twofold. First is the opportunity for us to tell our contractors about the TQM implementation we are pursuing at DCSC. Secondly, is the continuous feedback from private industry such a program will offer. The communication afforded by such a program will allow both the private sector and the government to improve our respective processes.

INCREASE AND INTEGRATE THE PROGRAM 400 AUTOMATED SYSTEMS - The short-term goal is to add the Contracting Technical Data File (CTDF) prototype to Cataloging Tools On Line (CTOL).

MID RANGE (3 YEARS)

INTEGRATE THE PROGRAM 400 AUTOMATED SYSTEMS - Midterm, the production CTDF will be added to CTOL.

USE BEST VALUE CONTRACTING - We will take into consideration a number of different source selection criteria, such as those vendors using SPC and TQM to put good products in our pipeline.

INCREASE PROCUREMENT AUTOMATION - Improve the DLA Automated Solicitation Preparation System (DPACS). Improve SPEDE use for the BPA/Automated Phase I system to set up a PC to PC link and expand SPEDE to accommodate POPs. Three years from now we want to complete implementation of the DPACS systems throughout the ICP.

REACH OUT TO SHELTERED WORKSHOPS - NIB/NISH has a short-term goal of awarding \$2 million dollars worth of business to the developmentally disadvantaged. The midterm goal is to establish up-front coding that will direct new items and Supply Support Requests (SSRs) directly into the program.

OBTAIN A TQM IMPLEMENTATION COMMITMENT FROM AT LEAST 25 DCSC VENDORS - DCSC must define, by yet to be established criteria, our top 25 contractors, similar to the top 25 in DoD and extract a commitment from them to implement TQM philosophies in their companies.

TQM SHORT-MID-LONG RANGE INITIATIVES

LONG RANGE (7 YEARS)

As an extension of the SAMMS 1³ initiatives, we will establish a common work-station in the Inventory Control Point that will use a data base enhanced with artificial intelligence and expert systems that will culminate in the development of the one-stop knowledge engineer. Likewise, all buying and contract administration personnel will perform in a work-station environment which will allow them instant access to all key information required to do their job. The majority of the interface with the vendor community, DCAS and DCAA will be by Electronic Data Interchange means.

Rule-based contracting policy will increasingly be replaced by flexible contracting policy which enables professional contracting officers to exercise sound business judgment.

INVEST IN AND INVOLVE PEOPLE

SHORT RANGE (1 YEAR)

DEVELOP TEAM BUILDING

DCSC is meeting the challenge of today's environment where organizations need a highly flexible work place. To ensure our employees continue to achieve as high performers and show constant improvement, existing teams are being trained to become self-managing. In the short range, we are planting such seeds with a Mini-ICP and proposed -L and -C organizational merger. These two areas will provide the environment to further ensure successful team building in the corporation. We will foster and integrate our current Quality Circles under our TQM philosophy. Other problem solving work teams will also be encouraged. Our short range initiatives include training members of the ESC in team building and providing just-in-time training for QMBs as they are formed.

TQM SHORT-MID-LONG RANGE INITIATIVES

IMPROVE EMPLOYEE ORIENTATION AND CROSS TRAINING -

A number of initiatives are underway to provide improved training and orientation to targeted groups of the DCSC workforce. The common thread of all these efforts is to ensure all employees have an appreciation for how their job fits into the overall DCSC mission and contribute to serving our customers. The training initiatives include:

ESTABLISH A WELCOME ABOARD PROGRAM - The idea is to introduce new employees to a 'we care about you' environment.

ORIENTATION TRAINING - A center orientation QMB will expand current orientation programs which deal primarily with personnel-related issues to embrace ICP functions.

INTERN TRAINING - Currently a variety of training plans for Quality Assurance Specialists, Item Managers, and Contract Specialists provide for orientation to other ICP functions. These plans will be integrated to ensure equitable familiarization by all future ICP interns, and curricula will be expanded to include TQM training.

SUPERVISORY CROSS TRAINING - Provides opportunities for ICP personnel to receive cross training in other ICP Directorates.

SUPPORT PERSONNEL - A plan will be developed to familiarize clerical and P-900 personnel with the mission of the ICP through 1-2 day training sessions.

PROVIDE AN EXCELLENT ENVIRONMENT - DCSC will provide an excellent work environment by continually striving to improve the quality of our facilities, services, equipment, and supplies. An excellent environment encourages constructive change.

TQM SHORT-MID-LONG RANGE INITIATIVES

IMPROVE THE QUALITY OF WORK LIFE - There are several short term projects budgeted and scheduled for completion in FY 89-90. Among these projects are: lighting upgrades for primary office areas and warehouses, new message signs at all entrance gates, construction of additional classroom space, handicapped ramps and a chair lift for the walkway between Bldgs 11 & 12, new vending/break areas, improved fire alarm systems and removal of asbestos DCSC-wide.

ASSESS WORK ORDERS FOR CONTINUOUS IMPROVEMENT - Improve the work order process to enhance the timeliness and quality of work performed.

IMPROVE OUR WELLNESS - Enhance existing wellness activities so that every DCSC employee has the opportunity to achieve and maintain a healthy life and work style. Particular attention will be devoted to physical fitness, nutrition, stress management, smoking prevention and cessation, alcohol and drug abuse prevention/rehabilitation and early identification of hypertension.

CONSOLIDATE IDEA PROGRAMS - Consolidate the Suggestion, MIP and all other productivity programs into one that more effectively enables our employees to be innovative and creative.

TEST THE ALTERNATIVE WORK SCHEDULE - Increase workplace flexibility by testing and implementing an Alternative Work Schedule concept. This concept enables employees to maximize their productive efforts on the job while allowing them to establish a better balance between work and personal needs.

TQM SHORT-MID-LONG RANGE INITIATIVES

MID RANGE (3 YEARS)

INFUSE TEAM BUILDING

As we move from our short range objectives to mid range, we will infuse successful teams throughout the total workforce.

Participative management is the wave of the future and DCSC will crest it with team members who are committed to quality and each other. To aid in this organizational transition, we will clarify characteristics of the 'types' of teams we wish to encourage at DCSC and gain commitment from Unions and middle management. By improving teams and continuing to recognize their contributions, the achievements of our teams will become the cornerstone to secure their employment and survival of our organization.

BUILD TQM INTO PERFORMANCE - Incorporate the concept of team work and continual process improvement into all performance standards.

IMPROVE THE QUALITY OF WORKLIFE - Projects requiring engineering support throughout FY 90 and beyond are:

- Construction of ADP Facility
- Construction Operations Facility
- Construction Warehouse Facility
- Asbestos removal
- Other projects identified to benefit the workforce.

TQM SHORT-MID-LONG RANGE INITIATIVES

LONG RANGE (7 YEARS)

INSTITUTIONALIZE TEAMS

In the long range, DCSC will operate within a self-managing team concept. These multi-skilled, multifaceted employee teams will bring together the unique and valuable contributions of current employees at all levels of the organization.

With teams operating in all areas of DCSC, we will create a climate where creativity is encouraged, mission is first, and excellence is a way of life.

Employees are and will continue to seek out new ways to incorporate TQM into their everyday work activities. The commitment to continuous improvement will be found in all areas of the Center. The workforce defines quality as what the customer wants and is very sensitive to customer needs. The emphasis on quality is self-imposed by the work teams/groups. We will continue to strive for more accountability and responsibility within these teams/groups by continuously improving and reaching for self-management. In short, quality and the TQM philosophy will become a way of life.

TQM SHORT-MID-LONG RANGE INITIATIVES

QMB CHARTERS AND EXECUTION PLANS

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Back to Basics

CHARTER: To provide an in-depth review and additional analysis of the mismatches between the ICP supervisors intuitive judgment and the DCSC-LO (OR) correlative analysis regarding impact on supply availability. Also to study/focus executive judgment on our current goals and begin a strategic planning process for our goals.

- TASKS:
1. Goal workyear alignments.
 - Maximize workyears on HIGH activities.
 - Thoroughly review the process that goes into the goal.
 - Minimize workyears devoted to LOW activities.
 2. Analyze the need for the goal.
 - How many workyears are devoted primarily to reporting and analyzing data (check the checkers)?
 3. How does the executive staff rate the goals?
 - Prioritize the ICP goals.
 - Rank by importance within Directorate then ICP.
 4. Focus on strategic planning.
 5. Look at selected goals to increase productivity and reduce unit cost by 20 percent.
 6. Analyze/develop specific strategies for goal process improvement and attainment of the four TQM goals.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-S</u>		P	
		A	<u>Chairperson</u>
		P	
<u>DCSC-R</u>		A	<u>Member</u>
		P	
<u>DCSC-O</u>		A	<u>Member</u>
		P	
<u>DCSC-P</u>		A	<u>Member</u>
		P	
<u>DCSC-Q</u>		A	<u>Member</u>
		P	
<u>DCSC-LO</u>		A	<u>Statistical Promo.</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated
Start Date: 1 Jun 89

Estimated
Ending Date: 31 Dec 89 Monthly
Manhours 10

ESC Charter Approval Date: 26 Jun 89 TQM CONTROL NO. 0001

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Center Orientation

CHARTER: To develop an integrated orientation program to provide a progressively more detailed understanding of the DCSC mission and the relationship among departments and personnel.

- TASKS:
1. Evaluate current orientation programs to determine the extent of coverage and areas needing further development.
 2. Develop an outline to ensure progressively more in-depth orientation for employees. Identify affected grade levels, organizations and functions to undergo each level of orientation.
 3. Establish a schedule for development of the various levels of orientation and a timeframe for providing such training to all affected employees.
 4. Appoint Process Action Teams (PAT) to develop specific segments of the orientation process. Review PAT recommendations to ensure adequacy of coverage and integration with prior and successor plans.
 5. Establish a schedule for periodic review and revision of the Center orientation plans to ensure adequacy of coverage based on feedback and dynamics of mission.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME</u> * <u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
DCSC-O	P A	Chairperson
DCSC-K	P A	Member
DCSC-R	P A	Member
DCSC-P	P A	Member
DCSC-Q	P A	Member
DCSC-S	P A	Member
DCSC-W	P A	Member
AFGE	P A	Member

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated
Start Date: 26 Jun 89

Estimated
Ending Date: 31 Dec 89 Monthly
Manhours 8 hours/members

ESC Charter Approval Date: 26 Jun 89 TQM CONTROL NO. 0002

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Reducing Delinquencies

CHARTER: This QMB will lead multiple process action teams in examining many aspects of resolving the DCSC delinquency problems. Initial effort will be targeted at improving the handling of post-award technical clarifications and waivers/deviation requests through better DCSC-P, DCSC-S and DCSC-Q interface. This QMB will also oversee the DCSC Quality Vendor Program implementation.

- TASKS:
1. Data collection by process action teams to establish benchmark for improvement of DCSC-S, DCSC-P DCSC-O, and DCSC-Q liaison.
 2. Process flow analysis of existing methods.
 3. Establish QVP priorities for implementation.
 4. Design procedures to provide ongoing feedback as the basis for further improvements.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-P</u>		P	
		A	<u>Chairperson</u>
		P	
<u>DCSC-S</u>		A	<u>Member</u>
		P	
<u>DCSC-Q</u>		A	<u>Member</u>
		P	
<u>DCSC-PR</u>		A	<u>Member</u>
		P	
<u>DCSC-O</u>		A	<u>Member</u>
		P	
<u>DCSC-LO</u>		A	<u>Member</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated
Start Date: Jul 89

Estimated
Ending Date: 30 Sep 90 Monthly
Manhours 8

ESC Charter Approval Date: 26 Jun 89 TQM CONTROL NO. 0003

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Reduce Costs of Procurement

CHARTER: This QMB will lead multiple Process Action Teams in examining many components of the procurement process. The focus will be on reduced costs either through reducing procurement leadtime; or through improving the efficiency of procurement operations. Initial process action teams will concentrate in three areas:

- Improving manual small purchase process to reduce over 225 day small purchase population.
- Examining feasibility of consolidating small dollar value stock purchase.
- Improving support to vendors requesting solicitation copies through eliminating requests for nonexistent solicitations.

TASKS:

1. Data collection by each of the Process Action Teams to pinpoint specific areas of improvement.
2. Process flow analysis of existing methods.
3. Develop recommended courses of action and methods of measuring results.
4. Design procedures to provide ongoing feedback as the basis for further improvements.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-P</u>		P	
		A	<u>Chairperson</u>
<u>DCSC-PP</u>		P	
		A	<u>Member</u>
<u>DCSC-PO</u>		P	
		A	<u>Member</u>
<u>DCSC-PC</u>		P	
		A	<u>Member</u>
<u>DCSC-O</u>		P	
		A	<u>Member</u>
<u>DCSC-LO</u>		P	
		A	<u>Statistical Promo.</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated
Start Date: Jul 89

Estimated
Ending Date: 30 Sep 90 Monthly
Manhours 12

ESC Charter Approval Date: 26 Jun 89 TQM CONTROL NO. 0004

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Missing Data Work List (MDWL) Processing

CHARTER: To review the MDWL process for purposes of installing more effective/efficient procedures; monitoring and improving processes; and establishing feedback mechanisms to effect timely corrective actions.

- TASKS:
1. Review the MDWL process to determine how processing time can be streamlined while expanding procedures to get the job done right the first time.
 2. Analyze processing procedures and timeframes within each element to pinpoint bottlenecks.
 3. Review manpower requirements to ensure efficient/effective utilization.
 4. Determine if automation can be used to cut administrative and procurement lead times; thus increasing productivity and decreasing costs.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-Q</u>		P	
		A	<u>Chairperson</u>
<u>DCSC-R</u>		P	
		A	<u>Member</u>
<u>DCSC-O</u>		P	
		A	<u>Member</u>
<u>DCSC-S</u>		P	
		A	<u>Member</u>
<u>DCSC-P</u>		P	
		A	<u>Member</u>
<u>DCSC-R</u>		P	
		A	<u>Member</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated

Start Date: 19 Jun 89

Estimated

Ending Date: 30 Oct 89

Monthly

Manhours 15

ESC Charter Approval Date: 26 Jun 89

TQM CONTROL NO. 0005

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: TQM Facilitator Development and Training

CHARTER: The purpose of this QMB is to develop policies and criteria regarding the selection, evaluation and training of TQM facilitators.

- TASKS:
1. Identify facilitator selection criteria. Separate criteria should be identified for IIE facilitators.
 2. Develop initial roster of facilitators for final approval by the Executive Steering Committee (ESC).
 3. Determine areas of responsibility for facilitators.
 4. Develop a generic addendum to position descriptions of TQM facilitators.
 5. Develop evaluation criteria for facilitators.
 6. Develop policies regarding the progression and movement of facilitators. e.g. Once a facilitator, always a facilitator?
 7. Determine selection and training policies for 2nd and 3rd generation facilitators.
 8. Develop policies to ensure accountability for fulfilling training requirements.
 9. Develop recommendations on minimum/maximum number of facilitators.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
DCSC-K		P	
		A	Chairperson
DCSC-KW		P	
		A	Member
DCSC-W		P	
		A	Member
DCSC-P		P	
		A	Member
DCSC-R		P	
		A	Member
TQM FOCAL POINT		P	
		A	Member
UNIONS		P	
		A	Member
DDCO		P	
		A	Member

* May be provided after approval by ESC.

MILESTONES: To be furnished after ESC approval of the QMB.

Estimated

Start Date: 26-30 Jun 89

Estimated

Ending Date: 31 Aug 89

Monthly

Manhours 8

ESC Charter Approval Date: 26 Jun 89

TQM CONTROL NO. 0006

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Total Cost Budget System

CHARTER: To develop and implement an internal DCSC budget system that reflects DLA/DCSC priorities and allocates scarce resources to achieve them. The system should provide visibility of cost/performance data and provide incentives for managers and employees to reduce the cost of our products and services without sacrificing quality, timeliness or responsiveness to our customers.

TASKS: PHASE I - Assess current system and develop a proposed concept of operations.

1. Define and understand the current DLA/DCSC resource system.
 - How are new and existing requirements identified and validated?
 - How are requirements reflected in the budget?
 - What performance level (objectives) does the budget support?
 - How do we translate resources into program performance?
2. Identify our current problems with the resource system?
 - Incentives
 - Rewards/consequences
 - Meaningful linkages to day-to-day performance
 - goals/objectives
 - other areas
3. Identify and evaluate what we would (can) change about the system?
4. Develop a way to get all managers/employees to 'buy in' (i.e. control resources) to the system?
5. Develop and present to ESC by 1 Sep 89 a proposed resource system concept that could be implemented in FY 90.

PHASE II - Develop detailed methods/procedures for implementing a total cost resourcing system at DCSC. This would include, but not be limited to areas such as: Performance measures - workload/cost (organization, managers, employees), rewards/consequences, management information systems, training, management tools, relationship/integration with other systems both internal and external to DLA/DCSC.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-R</u>		P	
		A	<u>Chairperson</u>
<u>DCSC-O</u>		P	
		A	<u>Member</u>
<u>DCSC-P</u>		P	
		A	<u>Member</u>
<u>DCSC-K</u>		P	
		A	<u>Member</u>
<u>DCSC-W</u>		P	
		A	<u>Member</u>
<u>DCSC-Z</u>		P	
		A	<u>Member</u>
<u>DCSC-Q</u>		P	
		A	<u>Member</u>
<u>DCSC-S</u>		P	
		A	<u>Member</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated 17 Jul 89 (Phase I)
 Start Date: 15 Sep 89 (Phase II)

Estimated 1 Sep 89 (Phase I) Monthly 10 (Phase I)
 Ending Date: 30 Sep 89 (Phase II) Manhours 10 (Phase II)

ESC Charter Approval Date: 26 Jun 89

TQM CONTROL NO. 0007

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Quality Circles

CHARTER: To review and develop policies, procedures, and criteria regarding the operation of the DCSC/DDCO Quality Circle Program as well as integrating and reinforcing existing quality circle efforts into the DCSC Total Quality Management Plan.

- TASKS:**
1. Define and communicate the QC Program objectives up/down the organization; i.e., Quality Circle theme, small groups, voluntary participation in solving work related problems.
 2. Identify the differences between Quality Circles and Process Action Teams and communicate this to the workforce with emphasis that all are an important part of the TQM process.
 3. Review and implement the Award of Excellence criteria and recognition process.
 4. Review and implement QC Regulation, DCSC 4155.002.
 5. Involve mid-management in building and sustaining support for the QC Program.
 6. Identify additional training for QC participants.
 7. Develop a policy regarding Quality Circle presentations.
 8. Publicize success stories as well as the plan for implementation of new circles.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
DCSC-Q		P	
		A	Chairperson
DCSC-R		P	
		A	Member
DCSC-S		P	
		A	Member
DCSC-O		P	
		A	Member
DCSC-R		P	
		A	Member
DCSC-K		P	
		A	Member
DDCO		P	
		A	Member
AFGE		P	
		A	Member
IFPTE		P	
		A	Member

* May be provided after approval by ESC.

QUALITY MANAGEMENT BOARD (QMB)

SUBJECT: Management Control First Article Tests (FAT)

CHARTER: To develop management system for the control of First Article Tests within and among the Directorates of Contracting and Production, Technical Operations, and Quality.

TASKS: The following are essential tasks for this system:

1. Determine the NSNs that require a FAT.
2. Determine contracts that have a FAT.
3. Determine which QAS has which FAT.
4. Develop management control system within P.
5. Develop management control system among P, S, and Q and back to P.
6. Develop management control system within Q.
7. Test system.
8. Implement system.

TOOLS: The following should be considered by the PAT.

1. Brainstorming.
2. Flow Charting.
3. Organizational Procedures.
4. Management Indicators.

PROPOSED MEMBERSHIP:

<u>ORG</u>	<u>NAME*</u>	<u>PRIMARY/ALTERNATE</u>	<u>TITLE</u>
<u>DCSC-P</u>		P	
		A	<u>Chairperson</u>
<u>DCSC-PR</u>		P	
		A	<u>Member</u>
<u>DCSC-S</u>		P	
		A	<u>Member</u>
<u>DCSC-Q</u>		P	
		A	<u>Member</u>
<u>DCSC-QR</u>		P	
		A	<u>Member</u>
<u>DCSC-QE</u>		P	
		A	<u>Member</u>
<u>DCSC-QF</u>		P	
		A	<u>Member</u>

* May be provided after approval by ESC.

MILESTONES: Required two weeks after ESC approved start date.

Estimated
Start Date: 3 Jul 89

Estimated	Monthly
Ending Date: 30 Sep 89	Manhours 8

ESC Charter Approval Date: 29 Jun 89 TQM CONTROL NO. 0009

TQM SHORT-MID-LONG RANGE INITIATIVES

TERMS AND DEFINITIONS

APPENDIX B

TERMS

Crosby, Phillip - A consultant and former Director of Quality at IT&T: author of "Quality Is Free."

Customer - The user of one's product or service.

Deming, W. Edwards - A statistician and consultant often called the "Father of Japanese Quality Control." Renowned for his "Fourteen Points for Management," upon which much of the TQM philosophy is loosely based.

Juran, Joseph M. - A consultant and executive, the author of "Quality Control Handbook," often called the Quality Control 'Bible.'

Process - A systematic approach to accomplishing a specific task.

Process Flow Charts - A graphical tool used to study the sequences of a process by depicting each action taking place in the process.

Process Improvement Cycle (also called Shewhart Cycle or Plan, Do, Check, Act Cycle) - An analytical method for improving processes. The improvement cycle consists of: identification and prorogations of opportunities for improvement, identification of work processes, identification of the best solutions and monitoring of effectiveness.

Quality - The extent to which a product or service meets the customer requirements and is fit for its intended use.

Statistical Process Control - A measurement method used for assessing the performance of processes.

Success Sharing - A DLA initiative which seeks to reduce costs and improve productivity by allowing employees to share in the savings generated by the organization. Success sharing in the government is similar to profit sharing in the private sector.

Total Quality Management - A strategy for continuously improving performance at every level and in all areas of responsibility.

TQM SHORT-MID-LONG RANGE INITIATIVES

ABBREVIATIONS

AWS - Alternate Work Schedules

DLA - Defense Logistics Agency

DMINS - Distributed Miniature Computer System

DSC - Defense Supply Center

E* - Excellence & Efficiency in an Enriched Environment

ESC - Executive Steering Committee

IDTC - Indefinite Delivery Type Contract

PAT - Process Action Team

PLFA - Primary Level Field Activity

PR - Purchase Request

PSE - Principal Staff Element

QC - Quality Circles

QMB - Quality Management Board

QVP - Quality Vendor Program

SAMMS - Standard Automated Materiel Management System

SPC - Statistical Process Control

SPD - Special Purpose Data

TQM - Total Quality Management

VE - Value Engineering