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This document describes the DLA Office of Administration TQM implementing plan. The plan establishes policy, defines responsibility and identifies specific improvement goals for DLA-X.

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DLA-X TOTAL QUALITY MANAGEMENT (TQM) IMPLEMENTATION PLAN

o PURPOSE

The purpose of this implementation plan is to structure an integrated program for DLA-X that will enable us to meet our quality policy through application of proven Total Quality Management techniques.

Quality Policy: Responsibility for quality is delegated to every employee in DLA-X. Every function that affects the quality of the process, product, and service must be the concern of each DLA-X employee. We must constantly strive for excellence and seek continuous improvement in all that we do to ensure that we meet our quality requirements.

o SCOPE

The Total Quality Management Program described by this plan will affect every organization, function, and person within DLA-X. It will dictate how we work internally as a team with one another, and how we work with customers and suppliers.

o RELATIONSHIP TO OTHER PLANS/OBJECTIVES

This plan will be integrated with the DLA-C E* Program, the DLA-L Strategic Planning Program, the DASC Management Plan, the DASC Awards Program (On-the-Spot awards, Model Installation Program (MIP) awards, Beneficial Suggestion awards), Quality Circle (QC) Program, Futures initiatives, and Internal Management Control (IMC) Program and will incorporate those principles and planning efforts.

o RESPONSIBILITIES

The Staff Director, Administration, will:

- oo Establish and implement a Total Quality Management Plan for all organizations under his supervision, and applicable to all administrative functions in the PLFA's.
- oo Designate a TQM Advocate.
- oo Designate a TQM Facilitator.
- oo Periodically review DLA-X's progress in meeting its TQM objectives, and provide status to Director, DLA as required.

The TQM Advocate will:

- oo Provide the overall direction and management of the Total Quality Management Plan.
- oo Oversee implementation of the Principal Staff Element (PSE) TQM Plan in accordance with the Staff Director's policies.
- oo Lead the DLA-X TQM Executive Steering Committee.
- oo Provide staff assistance to DLA-X organizations to identify possible factors affecting quality.
- oo Provide progress reports, articles, success stories to the TQM Quarterly publication.

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The TQM Facilitator will:

- oo Act as internal TQM resource expert
- oo Provide TQM guidance to DLA-X Offices and work to identify TQM opportunities.
- oo Investigate training resources available
- oo Coordinate selection of appropriate training modes for managers and employees.
- oo Arrange for training courses.
- oo Monitor mandatory training to ensure that all DLA-X employees receive training.
- oo Develop local courses, as required.

The Heads of DLA-X Divisions will:

- oo Implement the DLA-X TQM plan in accordance with the Staff Director's policies.
- oo Provide representation for TQM matters.
- oo Manage resources under their control to maintain a high level of quality support in accordance with established TQM principles.
- oo Continuously examine processes performed within their organizations to solve problems and develop improvements.
- oo Encourage employee innovation and involvement by recognizing their contributions toward improved quality.
- oo Ensure that each employee in their organization receives the TQM training appropriate to his/her position.
- oo Actively work with the TQM Advocate and Facilitator to ensure that TQM objectives are being met.
- oo Provide status on TQM initiatives.

o SPECIFIC ACTIONS

The following approaches are being initiated to achieve the core goals identified in the DLA TQM Master Plan.

oo CORE GOAL: DEVELOP A TRAINED WORKFORCE

All personnel at DLA-X will receive formal training in the principles of Total Quality Management. Training will begin with senior management and continue until each employee has received orientation TQM training appropriate to his/her position. Additionally, employees new to DLA will be trained in TQM as part of their basic orientation.

- Train senior levels, including Advocate
- Train Facilitator
- Train managers
- Train employees

When management has received the necessary training, classes will be set up to train employees. Initial training will be an orientation to TQM. Additional training in job specific applications of TQM will be offered as available and as required.

oo CORE GOAL: HARMONIZE DIRECTIVES

Ensure that all DLA and PLFA regulations reflect guidelines consistent with TQM philosophy by requiring that the Office of Primary Interest (OPI) certify that the regulation is consistent with TQM principles.

oo CORE GOAL: INTEGRATE EXISTING INITIATIVES

DLA-X Management Plans were recently instituted as a means to identify our key performance areas, establish objectives, and develop performance indicators to measure success in meeting the objectives. The management plans are consistent with TQM guidelines and will be integrated with the DLA-X Total Quality Management Plan.

oo CORE GOAL: DEMONSTRATE UNCOMPROMISING COMMITMENT TO QUALITY

DLA-X managers will demonstrate their commitment through endorsement of their work products. For example, a quality statement will be developed and included in each printing requisition that is forwarded to the U.S. Government Printing Office and/or commercial printer.

oo CORE GOAL: ENHANCE DLA-X RECOGNITION AND AWARD SYSTEM

The MIP review board will be expanded and restructured to function as a "Productivity Committee." All suggestions relating to DLA-X functions will be reviewed by this committee. This enhancement will increase recognition of achievements in productivity and quality.

Each division will coordinate success stories with DLA-X TQM focal point and report them to the planned DLA TQM quarterly publication.

oo CORE GOAL: DEVELOP FEEDBACK AND COMMUNICATIONS SYSTEMS

Feedback and communications systems will be developed or enhanced to provide mechanisms to capture and demonstrate benefits resulting from TQM implementation. These systems may include statistical measures, team approach and workshops, customer surveys, and other appropriate management tools.

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o ADDITIONAL ACTIONS THAT SUPPORT THE CONCEPT OF TOTAL QUALITY MANAGEMENT

DLA-XA

- oo Improve travel services and reduce overhead costs by using on-site commercial travel offices for both official and unofficial travel services.
- oo Simplify the current record keeping system to increase accuracy of use by clerical personnel.
- oo Conduct managers' and supervisors' workshops to allow all levels of management to participate in the overall planning process.

DLA-XP

- oo Revise DLA Form 96, Request for Approval of Publication, so that the Office of Primary Interest (OPI) will be required to certify that the publication complies with the intent and policies of the Agency's TQM Plan.

DLA-XT

- oo In order to promote more effective and efficient use of the Defense Automated Visual Information System (DAVIS), staff assistance visits are scheduled to field to advise T functions of availability of service and to provide assistance in acquiring equipment and training.
- oo Develop and distribute a catalog of current productions owned by DLA.
- oo Increase capability to provide audiovisual training and orientation productions.

DLA-XW

- oo Ensure PLFA libraries access to mainframe on-line circulation system for charge out privileges.
- oo Implement uniform bar coding within DLA libraries to enhance inventory capabilities.
- oo Automate the acquisition system to consolidate subscriptions to obtain discounts.

DLA-X TQM MILESTONES

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IMPLEMENTATION

Publish DLA-X TQM Master Plan

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TRAINING

Develop training requirements

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Identify training course availability

o-----

Conduct training

o-----

HARMONIZE DIRECTIVES

Revise DLA Form 96

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INTEGRATE EXISTING INITIATIVES

Identify initiatives

o *

Incorporate with TQM

o-----

DEMONSTRATE UNCOMPROMISING COMMITMENT TO QUALITY

Add quality statements to work products

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ENHANCE DLA-X RECOGNITION AND AWARD SYSTEM

Expand MIP review board

o *

LEGEND:

o SCHEDULED START * SCHEDULED COMPLETION --- ON-GOING PROCESS