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13. ABSTRACT (Maximum 200 words)

This document briefly outlines the DLA Office for Contracting Integrity TQM implementing plan. It includes a commitment to create an environment for continuous improvement in deliberating about the present responsibility of contractors, processing of debarment or suspension actions regarding contractors and consideration of action under the Gratuities Clause of contracts. TQM methodology, goals and milestones are contained in the document.

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TOTAL QUALITY MANAGEMENT

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OFFICE FOR CONTRACTING INTEGRITY

IMPLEMENTATION PLAN

According to the Total Quality Management (TQM) Master Plan, each PSE head, supported by Working Groups, will implement the HQ DLA Master Plan, prepare PSE TQM plans and provide oversight of functional area TQM implementation by the PLFA(s). The PSE Plans are required to incorporate the DLA Master Plan methodology and broad goals, provide specific functional area process improvement goals, and contain procedures for tracking the implementation of TQM initiatives.

Concept:

The Staff Director for the Office for Contracting Integrity (DLA-J) is committed to creating an environment for continuous improvement throughout the Agency, the Department of Defense, and the Federal Government in deliberating about the present responsibility of contractors, processing of debarment or suspension actions regarding contractors and consideration of action under the Gratuities Clause of contracts. The Staff Director recognizes that such a commitment demands (1) a thorough understanding of the Government's (the customer's) need for protection from unscrupulous or incompetent contractors, including supply needs of the Military Services; (2) the active participation of every member of DLA-J and its support staff, enhanced by delegation of responsibility on an individual basis, employee recognition, training, and discipline; and (3) leadership in development of new procedures and regulations to improve the Government's position with regard to contractors lacking in present responsibility.

Methodology:

The Staff Director has appointed a member of his support staff (DLA Administrative Support Center, Office of Counsel, DASC-G) as his representative to the TQM Working Group. The Staff Director is informed about the TQM initiative and will work with Working Groups to fashion an acceptable implementing plan and continue this relationship in the future as new processes are developed. This representative is the functional facilitator for the Directorate.

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Goals:

1. Develop a TQM Trained Workplace. The Staff Director is committed to developing a staff trained in the concepts of TQM, and how improved quality management may be of continuing benefit to DLA-J and to the Agency as a whole. The Staff Director will be the chief proponent of TQM within the office and will insure that TQM continues through trained facilitators in DLA-J and among the support staff.
2. Harmonize Directives. The Staff Director will use all means possible to identify conflicts among directives and regulations which prevent achievement of the efficient accomplishment of the DLA-J mission. The Staff Director will use his position on regulatory committees and other groups to remove obstacles, either internal or external, to a more efficient operation.
3. Integrate Existing Directives. The Staff Director will review all existing TQM initiatives and, where appropriate, integrate those initiatives into DLA-J operations. The Staff Director will also work with the Working Groups to modify, refine, and adapt existing initiatives to the mission of DLA-J.
4. Sensitize Industry. The area of outreach is one of the most promising areas for concentration by DLA-J. DLA-J's mission directly affects individual defense contractors and provides opportunities not only to foster change on actual contractor operations, but to raise awareness about the necessity for ethical business practices resulting in products and services which are honestly priced, and competently and honestly made or provided. A total quality culture will assist contractors who wish to continue business relations with the Government.
5. Commitment to Buy and Supply Highest Quality Products and Services. The Staff Director recognizes that the DLA-J mission can be most efficiently and thoroughly accomplished by encouraging the active participation of any DLA field activity which has recommended an action in accordance with regulation or which is or will be affected by a decision of Special Assistant for Contracting Integrity. Such active participation and involvement will lead to better enforcement of decisions and higher customer satisfaction because of a greater part played in the process.
6. Enhance Recognition and Awards System. The Staff Director will continue to use the various recognition and award programs to encourage exemplary performance by his staff, including the support staff. Highlights and other articles will be used to note special initiatives and events, giving credit where appropriate.

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7. Develop Feedback and Communication System. The Staff Director will study means of tracking improvement from implementation of the TQM philosophy. The Staff Director will integrate training and outreach initiatives noted in Goals 1 and 4 above to assist in feedback and communications regarding improved quality and efficiency.

8. Institutionalize TQM Within DLA. Each of the above goals contributes to institutionalization of TQM within DLA.

Execution (See Milestone Chart - Appendix A)
(See Specific Initiatives - Appendix B)

Training. A training coordinator will be appointed to identify training opportunities for the DLA-J administrative staff and the supporting legal staff to monitor training for maximum benefit. The DLA-J support staff has already appointed a training coordinator. An additional training initiative being planned by the support staff in coordination with the Staff Director is a series of extended visits to supply centers for cross-training with field counsel.

Awards. The Staff Director strongly believes that initiatives to improve the quality of work should be rewarded.

Outreach. Increase the exposure of DLA-J and its mission to protect the Government from unscrupulous or incompetent contractors. Further exposure of DLA-J and its mission would encourage contractors to produce quality products or supply quality services in an honest fashion, on-time and in conformance with contract requirement.

Increase appearances at meetings and conferences of the defense industry and the private public contract bar.

Will continue to work closely with the Office for Public Affairs and the Office of Congressional Affairs, consulting with regard to press inquiries, the Freedom of Information Act, and Congressional inquiries. Use highlights to publicize efforts within the DLA and Federal community.

Buy and Supply Quality. DLA-J has an uncompromising commitment to quality products and services. DLA-J's part in the process is to do all that it possible through its authority and in coordination with other Federal agencies to insure that the pool of contractors and suppliers upon whom the protection of the United States depends is a pool which does not contain frauds, cheats, or those unable to perform satisfactorily on Government business. DLA-J will continue initiatives to notify field activities immediately of actions and consider concerns raised about impact on supply and readiness.

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DLA-J is a key player on the DLA Suspension and Debarment Committee formed to assess the impact of suspension or debarment actions on supply availability.

Harmonize Directives. Identify regulations within the ambit of authority delegated to DLA-J, including newly promulgated regulations, where there is a need to correct or clarify the decision-making sequence. Make changes to the FAR, DFARS and DLAR as appropriate to improve the suspension and debarment process.

Attach

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Appendix A

MILESTONES FOR DLA-J's TQM EXECUTION PLAN

	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. EXECUTIVE DECISIONS																								
1.A. ESTABLISH STEERING COMMITTEE																								
1.B. ESTABLISH TQM STAFF RELATIONSHIP																								
1.C. PUBLISH DLA TQM MASTER PLAN																								
2. IMPLEMENTING PLANS																								
2.A. PUBLISH PSE IMPLEMENTING PLANS																								
2.B. PUBLISH PLFA IMPLEMENTING PLANS																								
3. EDUCATION/TRAINING																								
3.A. DEVELOP TRAINING REQUIREMENTS																								
3.B. IDENTIFY TRAINING COURSE AVAILABILITY																								
3.C. CONDUCT TRAINING																								
4. AWARDS/RECOGNITION PROGRAM																								
4.A. ENHANCE AWARDS/RECOGNITION PROGRAM																								
5. FEEDBACK/MONITORING SYSTEM																								
5.A. ESTABLISH TQM COMMUNICATION METHODS																								

LEGEND: * COMPLETED o SCHEDULED START = ON-GOING PROCESS

MILESTONES FOR DLA-J's TQM EXECUTION PLAN

P. 2

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

6. SENSITIZE INDUSTRY
TO TQM

6.A. BUILD INCENTIVES INTO
PROCUREMENT PROCESS

6.B. OUTREACH PROGRAM ○ =====

7. BUY AND SUPPLY QUALITY

7.A. CUSTOMER SATISFACTION ○ =====

7.B. PUBLICIZE ○ =====

8. INTEGRATE EXISTING
INITIATIVES

8.A. IDENTIFY INITIATIVES ○ =====

8.B. CORRELATE WITH
TQM EFFORT ○ =====

9. HARMONIZE DIRECTIVES
AND REGULATIONS ○ =====

LEGEND: * COMPLETED ○ SCHEDULED START = ON-GOING PROCESS

Appendix B

SPECIFIC INITIATIVES

(11 Mar 89)

1. CAGE Code entry project. In coordination with DLSC, trial project to enter suspension and debarment information onto DLSC CAGE Code file information.
2. Debarment Deskbook. Outreach program to all DLA Offices of Counsel to provide those offices with quick reference materials to assist them in preparing and improving the quality of recommendations for administrative action.
3. Model Administrative Settlement Agreement. On-line strawman agreement for use in settlement negotiations, readily adaptable to specific circumstances and easily modified to incorporate good ideas from any source.
4. Bi-weekly DLA Listing of Ineligible Contractors and Individuals. Continuing service provided to field offices, updates the General Services Administration published lists of ineligible offerors and includes businesses and individuals not reflected on the GSA list, but ineligible for DoD work.
5. Database of all DLA suspension and debarment actions (J-CASE). On-line historical database of all suspension and debarment actions. Improves accuracy and speed in which statistics data may be assembled, improving office management and lowering response time for inquiries.
6. Daily listing of DLA actions as shown on J-CASE. Electronic mail service giving early notification of all DLA suspension and debarment actions to all field counsel offices.
7. Database for action officer use in tracking cases (J-TRACK). On-line database for case tracking of current open actions designed with tickler functions to improve case processing.
8. DLA Uniform Procedures for the Assessment of Supply Availability During Suspension or Debarment. Action jointly with DLA-O to establish procedures to coordinate response to potential and actual ineligibility of major suppliers to DLA and the military services.