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This document discusses the implementation of TQM by Defense Depot Mechanicsburg. It seeks to infuse the principles of TQM throughout DDMP. The phases of TQM implementation at DDMP are determination, commitment/planning, implementation, training, recognition, and maintenance. *Keywords:*

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DEFENSE DEPOT MECHANICSBURG PENNSYLVANIA

TOTAL QUALITY MANAGEMENT

IMPLEMENTATION PLAN

JUN 30 1989

PURPOSE

The purpose of this Total Quality Management Implementation Plan is to infuse the principles of TQM in our total everyday environment.

PRINCIPLES

TQM is:

- o Believing that Quality can only be defined by your customer.
- o Doing the task correctly the first time.
- o Involving everyone on the team, especially top management.
- o Labor and management jointly share in the responsibility of improving quality.
- o Quality "designed in" the production process. It is not inspected into the process.
- o Continuous improvement. We will not be satisfied with current accomplishments.

OBJECTIVE

TQM at DDMP is a strategy and process, not a program. All employees have responsibility for the infusion of TQM throughout DDMP. The objective is to instill a mindset of creativity, initiative, imagination, total employee involvement. Top down management commitment is, of course, vital and will be continuously restated.

GOALS

Increased customer satisfaction - recognizing that every individual has customers for their products and services and are the customers of other individuals and other organizations.

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BACKGROUND

Why TQM?

The post-war boom in the US was based upon an industrial machine geared up for war time production and devastated economies throughout most of the rest of the world. During this financial windfall, individuals like Dr. Deming and Dr. Juran warned the US industrial tycoons that quality, not mass quantity, assured long term competitiveness.

Their warnings were scoffed at in the US but were readily accepted by Japan who totally dedicated their industrial well-being to the Total Quality Management philosophy. Today has proven the post-war "Quality Gurus" accurate in nearly every way.

The latter 70s and early 80s saw Japan develop into an economic power and surprised the US industrial complex. Again, the process of embracing the Total Quality Management approach is borne of necessity, to wit, the economic/productive well being of the United States.

Industry, ATT, Ford and ITT, recognized the need first and with their own quality advocates like Phil Crosby and Tom Peters, lead the way.

With DoD's problems in the poor quality of procurements, especially fasteners and electronic components, they turned to the TQM philosophy as a means of building in quality, not inspecting it in.

To achieve "Total Quality Management" in every aspect, DoD developed a Master Plan on TQM.

Defense Logistics Agency has followed with a broad general Plan encompassing our mission. To this end, our depot implementation team evaluated the following existing programs for incorporation into our TQM implementation:

- o Quality Circle Program, established in 1982, currently has twelve active circles.

- o DDMP Labor Management Committee, formed in 1987, comprised of representatives from management and American Federation of Government Employees #1156 and Laborers' International Union #1170. Labor and management prepared and published our DDMP Commitment 19 April 1988 incorporating "quality".

- o Depot Profit Share (DPS) Program, implemented in FY 88, was designed to reward the work force for their efforts in performing efficiently and meeting quality factors while reducing the cost of doing business. First year average individual payout was \$300.

o Iconoclast Program, established in 1986, promotes and augments participation in the Beneficial Suggestion Program by providing non-monetary incentives to suggestors.

o Model Installation Program was instituted in 1987, which enables Commanders to waive regulations within their authority. This program provides employees an avenue for suggestions that previously would have been disapproved merely because of regulatory requirements.

DDMP publishes this implementation plan to establish "our" approach to TQM.

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PHASES OF TQM IMPLEMENTATION AT DDMP

Determination
Commitment/Planning
Implementation
Training
Guidance
Feedback
Recognition
Maintenance

DETERMINATION

DDMP has made strides to maintain a high quality level. Improved communication and continued training with total employee involvement will result in a higher quality level with emphasis on "Total" in Total Quality Management.

COMMITMENT/PLANNING

Top management endorses the DoD and DLA Master Plans. Reviewing other PLFA TQM initiatives that have been "tried and tested" will allow us to tailor implementation for DDMP. Ours will be unique to our environment.

IMPLEMENTATION

Review of current programs and committees is an important part of establishing our base for TQM. We must be able to interact and not duplicate efforts. Results will be both short and long term. A means must be established that will allow a quick reaction to problem areas. All directorates and employees should become committed to TQM.

TRAINING

One of the most important factors in a successful TQM strategy is an extensive training program tailored for everyone. Professional guidance and unique programs will be implemented. Employee awareness and constant communication and feedback is an essential ingredient.

RECOGNITION

A special recognition and awards program will be established and implemented in addition to existing performance award and incentive award programs. Employees should receive the recognition deserved when they took the extra step to make improvements.

MAINTENANCE

TQM is not a short term program, but a long range strategy. All phases will be reviewed to ensure there is constancy of purpose and total dedication. All efforts will be tracked and reviewed by Command.

MILESTONES

DESCRIPTION	FY 89				FY 90				FY 91			
	1	2	3	4	1	2	3	4	1	2	3	4
	(Quarter)				(Quarter)				(Quarter)			
DETERMINATION												
-Publish DDMP News Highlight Article					2							
-Appoint TQM Implementation Team					2							
COMMITMENT/PLANNING												
TQM Implementation Team will:												
-Review Other PLFA Plans (DISC, DCASR Phila, NAVPUB ASO)					2							
-Develop DDMP Plan					2							
--Brief Commander					2							
--Brief Directors					2							
-Determine Initial Training					2				3			
-Prepare & Distribute Nomination Forms for Enhancement Committee									3			
IMPLEMENTATION												
-Establish Command Management Council					2							
-Establish Enhancement Committee (EC)									4			
--Name Deputy Commander Chairman									3			
--Select Nominees for EC									3			
--Review Existing Programs/Committees									3			
Directorates will:												
--Review PSE Implementation Plans					3				4			
--Prepare Directorate TQM Plan (w/PSE Plan Incorporated)					3				4			

DESCRIPTION	FY 89 1 2 3 4 (Quarter)	FY 90 1 2 3 4 (Quarter)	FY 91 1 2 3 4 (Quarter)
--Review Other Directorate Plans	3 4		
--Submit Directorate Plan to Commander	4		
--Establish Work Teams			4
---Comptroller	3		
---Directorate of Quality	3		
---All Directorates			4
--Include TQM in Position Descriptions		1	
--Include TQM in Performance Plans		1	
--Implement SPC or Other Feedback Tools			4
---Unit & Set Assembly Br	1		
---Tray Pack		3	
---Directorate of Quality		4	
---All Directorates			4
 TRAINING			
-Attend SPC Seminars			
--DISC	1		
--Battlecreek	1		
-Attend Productivity Conferences	2 3		
-Provide Supervisor Training			
--Personnel Management	(Continuous)		
--Interpersonal Managing Skills	(Continuous)		
--Labor Management	(Continuous)		
-TQM Training (Dr. Tom Barry)	2		
-Acumen Training	3-----1		
-Brief All Employees on "State of Depot"	3		

DESCRIPTION	FY 89	FY 90	FY 91
	1 2 3 4 (Quarter)	1 2 3 4 (Quarter)	1 2 3 4 (Quarter)
GUIDANCE			
-Establish TQM Reference Library	4		
--Review Current Reference Material	3		
--Purchase New Material	4		
--Advertise Newest Additions	4-----		
-Establish TQM Videotape Library	3		
--Videotape 'How To' Functions	3-----		
-Establish Statistical Aid Library	3-----		
--Consolidate SPC Plans/Instructions	3-----		
FEEDBACK			
-Publish DDMP News Highlight Articles	2-----		
--Success Stories	2-----		
--Failures for Guidance	2-----		
-Directorate TQM Implementation Plans		1	
--Interaction at Directorate Level	4		
--Command Review		1	
RECOGNITION			
-Establish Awards Program		1	
--Directorate		1	
--Individual		1	
MAINTENANCE			
-Establish a Tracking System	4		
-Directorate Review and Evaluation	4		
-Command Review and Evaluation	4		
-TQM Implementation Team Eliminated	4		