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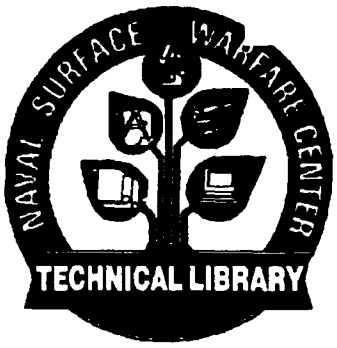

TQM - TOTAL QUALITY MANAGEMENT
(BIBLIOGRAPHY)

PREPARED BY: *Patricia N. Pulliam*

MAY 1990

90 08 10 007

PREFACE

As the Naval Surface Warfare Center begins the implementation of a different management philosophy, Total Quality Management (TQM), it is an appropriate time to provide an overview of the literature available on the topic. The Total Quality Management bibliography contains information selected after a thorough review of journals, conferences, technical reports and theses, books, and numerous miscellaneous publications (newsletters, memorandum, fact sheets, news releases). Many sources were used to compile the bibliography, including online databases and manual searches of journal indexes and newsletters. A number of the citations were identified by several NAVSWC TQM coordinators. The selected items provide information on the underlying principles and methods, performance indicators, case studies in government and industry, lessons learned, and DOD initiatives for instituting TQM. The bibliography is divided into sections by the type of publication and a title listing is provided at the end of the document for a quick review of content.

The majority of the references contained in this bibliography are available from the Technical Library and may be requested by calling the Reference staff on extension 8351 (Autovon: 249-8351 or Commercial: 703/663-8351) Dahlgren or extension 43550 (Autovon: 290-3550 or Commercial: 202/394-3550) White Oak.

Patricia N. Pulliam

TABLE OF CONTENTS

PROPOSED RULE: FEDERAL REGISTER, V54/N137, 19 JULY 1989 (30227)

DEPARTMENT OF DEFENSE
Office of the Secretary
32 CFR Part 281

Total Quality Management

Agency: Office of the Secretary, DOD
Action: Proposed rule

Summary: This proposed rule establishes policy and assigns responsibility for implementation of the Total Quality Management (TQM) concept in the Department of Defense. Included in this policy is the authorization of a DOD TQM Guide. This TQM concept will be implemented both internally with the Department of Defense as well as in DOD acquisition strategies.

Part 281 - Total Quality Management

Sections

Authority: Executive Order 12637, 53 Federal Register 15349, 3 Code of Federal Regulations

281.1 **Purpose**

This part:

(a) establishes policy and assigns responsibilities under E.O. 12637 for the implementation of the Total Quality Management (TQM) concept in the Department of Defense. TQM is the vehicle to drive out waste and maximize the effectiveness of overall DOD performance. This includes improving efficiency and effectiveness, innovation, productivity, quality of worklife, and providing products and services that satisfy or exceed customer requirements at a cost that represents best value.

(b) authorizes publication of DOD 5000.51-G. "Total Quality Management Guide," in accordance with DOD 5025.1-M.

281.2 **Applicability**

This part applies to the Office of the Secretary of Defense (OSD), the Military Departments, the Joint Chiefs of Staff (JCS), and the Defense Agencies.

281.3 **Definition**

Total Quality Management (TQM). A philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. It is the application of quantitative methods and human resources to improve the material and services supplied

to an organization, all the processes within an organization, and the degree to which the needs of the customer are met, now, and in the future. It integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on continuous improvement.

281.4 **Policy**

It is DOD policy that:

(a) Principles of TQM must involve all DOD personnel, processes, products, and services, including the generation of products in paper and data form.

(b) Process management, process improvement, and process measurement are fundamental management approaches that are to be used, as appropriate, by all DOD managers.

(c) TQM concepts are to be among the fundamental management tenets of every DOD activity and are to be ingrained throughout the Department of Defense with tailored training for each organizational level, starting with top management.

(d) Managers and personnel at all levels must take responsibility for the quality of their processes and products. Accurate quantitative measures of quality should be established as a basis for informed improvement action.

(e) Involved, competent, and dedicated employees make the greatest contributions to quality and productivity. They must be recognized and rewarded accordingly.

(f) Acquisition strategies shall address plans to measure and pursue continuous process improvement to provide products and services that will provide best value.

(g) TQM shall be a key consideration in source selection.

(h) Emphasis must change from relying on inspection to designing and building quality into the processes that affect product quality.

(i) Technology, being one of our greatest assets, must be used, where appropriate, to continuously improve the quality of defense systems, equipment, and services.

(j) Continuous process improvement is a key performance improvement and must be pursued with the necessary resource to achieve the desired cultural change in the Department of Defense.

281.5 **Responsibility**

(a) The Defense Council on Integrity and Management Improvement (DCIMI), under the leadership of the Secretary of Defense and the Deputy Secretary of Defense, shall function as the Executive Steering Committee for TQM.

(b) The Under Secretary of Defense (Acquisition) (USD)A)) shall:

(1) Act as the OSD office of primary responsibility for development of TQM policy and procedures.

(2) Ensure commonality of TQM training and implementation throughout the Department of Defense.

(c) The Secretaries of the Military Departments, the Joint Chiefs of Staff (JCS), and the Directors of Defense Agencies shall:

(1) Implement DOD policy on TQM

(2) Provide the leadership and management necessary to implement TQM in their organizations.

(3) Develop and maintain a TQM implementation plan.

(4) Provide appropriate training in TQM principles and techniques.

(FR Doc. 89-16805 Filed 7-18-89; 8:45am)

JOURNAL AND CONFERENCE PAPERS

DOD STRIVES FOR TOTAL QUALITY MANAGEMENT

Author: Atwood, D. J.
Source: Signal, V44N5, Jan 1990, p25-26
Document Type: Journal paper
DIALOG File 80: 0316143
Keywords: Total Quality Management; management; techniques; procurement
Abstract: The US DOD must formally adopt the Total Quality Management (TQM) philosophy in order to achieve a cultural transformation that will enable the DOD and industry to work together to improve productivity and quality, according to D. J. Atwood, Deputy Secretary of Defense. Organizations that have adopted TQM have seen dramatic rises in performance, productivity, and morale. Experience at the USAF's Aeronautical Systems Division has shown that TQM can help contract change, program management, and source selection operations, as well as hardware projects. Expected results of TQM include more realistic acquisition requirements, more creative contractor incentives, increased use of concurrent engineering, and removal of many adminstrative barriers to DOD/contractor communications. TQM must be implemented by all DOD contractors and subcontractors. However, the government will not achieve this by mandating the use of TQM by contractors. Instead, the DOD will consider the use of the TQM philosophy to be a positive factor in choosing a contractor.

HIGH INTEGRITY PRODUCTS, PROCESSES, PEOPLE (MILITARY SOFTWARE)

Author: Larcher, J.F.
Author Affil: Comput. Syst. Archit. Ltd., Woking, UK
Source: Conference Proceedings MILCOMP 89, Military Computers Systems and Software pp.: 385-91
Date: 26-28 Sept. 1989 Location: London, UK
Publ: Microwave Exhibitions & Publishers, Tunbridge Wells, UK. 425+22 pp.
ISBN 0 946821 86 0
Document Type: Conference paper
DIALOG File: 13 3578543 C90021973
Keywords: human factors; military computing; quality control; software reliability; standards; military software; Defence Standard 05-21; MOD; quality control; total quality management
Abstract: With the issue of Defence Standard 05-21 in 1973, the MOD moved its quality emphasis from inspection of development products to inspection of the development process-from quality control to quality assurance. Activities in the quality area, such as the new safety-critical software standard 00-55 and product liability legislation have reinforced this move and have highlighted the role which development staff must play in achieving total quality management. The author examines the interplay between these product, process and people factors in the development of high integrity software-based systems. He presents a strategic overview of principles and techniques which can contribute to high integrity and cautions against approaches and attitudes which can compromise this integrity.

TOTAL QUALITY MANAGEMENT - A BUZZWORD OR PLAN

Author: Thomas, R.W.
Author Affil: Rome Air Dev. Center, Griffiss AFB, NY, USA
Sponsor: Int. Soc. Hybrid Microelectron
Source: Proceedings of the 1989 International Symposium on Microelectronics pp.: 55-8
Date: 24-26 Oct. 1989 Location: Baltimore, MD, USA
Publ: Int. Soc. Hybrid Microelectron, Reston, VA, USA. xvii+686 pp.
ISBN 0 930815 23 8
Document Type: Conference paper
DIALOG File:13 3568389 B90013538
Keywords: military equipment; quality control; total quality management; maintenance costs; defense system; electronic components
Abstract: The US, faced with serious budget deficits in the 1980s, must now answer a major question for the 1990s - how to provide an adequate defense system that is both affordable and works when needed. The definition of adequate will be left to the technical strategists and the politicians. Developing an affordable defense system in which advanced electronics are used to give parity with traditionally larger opposition forces has a great deal to do with the way electronic components are procured. The US now spends more maintaining field systems than in developing new systems. The reasons for this simple fact are complex and require individual analysis. One factor which is paramount in determining both the initial cost of the system and the cost to maintain the systems is quality of the electronic components which go into the system and how the quality of the components was achieved.

NATIONAL STANDARDS FOR TOTAL QUALITY THROUGH STATISTICAL PROCESS CONTROL

Author: Ross, W.C.
Author Affil: Storage Technol. Corp., Louisville, CO, USA
Source: Technical Papers. IPC 32nd Annual Meeting pp.: 782/1-9
Date: 23-28 April 1989 Location: Lake Buena Vista, FL, USA
Publ: IPC - Inst. Interconnecting & Packaging Electron. Circuits, Lincolnwood, IL, USA. 610 pp.
Document Type: Conference paper
DIALOG File: 13 3545391 B90006242, C90006104
Keywords: electronic equipment manufacture; quality control; statistical process control; total quality; world wide market; American industry; higher quality; Department of Defense; Total Quality Management; TQM; Process Control Initiative
Abstract: Competing in a world wide market has driven us to recognize that traditional approaches to manufacturing or providing a service are inherently inefficient. The realization that American industry is losing ground with respect to foreign industry has prompted many organizations to re-evaluate their systems of production (product or service). The cornerstone to becoming more competitive is by achieving higher quality and lower costs through continual process improvement. To this end, a number of technical societies, trade associations and government agencies,

responsible for developing industry standards, have put forth a joint effort to standardize methodologies for continual process improvement. Several of these standards are written as 'general requirements' but are binding only if so stated on contractual agreements. The author examines the following activities with respect to process control: Department of Defense-Total Quality Management (TQM) Initiative; Tri Service Process Control Initiative (MIL-STD-2000); Joint Electronic Device Engineering Council (JEDEC Standard No.19); Electronic Industries Association (ANSI/EIA-557) Institute for Interconnecting and Packaging Electronic Circuits(IPC-PC-90).

COST OF QUALITY AS A BASELINE FOR TOTAL QUALITY MANAGEMENT (TQM) IMPLEMENTATION

Author: Grunenwald, W.J.
Author Affil: ADM Consultants Inc., Fairborn, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1611-13 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3524028 B90000235
Keywords: economics; management; quality control; quality cost; total management; implementation; TQM
Abstract: The author presents the concept of using cost of quality as an effective tool in implementation of a total-quality-management (TQM) approach. The essence of TQM is defined as the search for opportunities for improvement. TQM implementation and the need for baseline are discussed. The requirements for establishing a baseline are discussed, with the focus on cost of quality. The use of the cost-of-quality baseline is detailed, with emphasis on its continuous value. The establishment of certain 'universal truths' which address the use of TQM and cost of quality in a given environment is examined.

THE CHANGING ROLE OF THE QUALITY PROFESSIONAL IN SUPPORT OF TOTAL QUALITY MANAGEMENT

Author: Glovka, R.M.
Author Affil: Quality Oper. Div., Wright-Patterson AFB, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1530-2 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3524021 B90000231
Keywords: management; quality control; total quality management; Department of Defense; quality professional
Abstract: The new Department of Defense total-quality-management plan is described. This plan assumes that the traditional quality inspector or specialist does not have

the knowledge and skills necessary to support the concept of continuous process improvement. Technical knowledge of the product becomes less important, while analytical techniques are crucial to helping production understand and improve processes. The new quality professional as defined in this plan needs to be an expert on measurement, analysis, improvement, and control of processes. In addition, he/she must become the catalyst that stimulates the teamwork critical to achieving total quality management.

UNISYS AND TOTAL QUALITY MANAGEMENT - EMERGING CORPORATE CULTURE OR MARKETING BUZZWORD?

Author: Lampman, D.
Source: Unisphere (USA) vol.9, no.6, pp.: 42-4, 46
Publication Year: Sept. 1989
Document Type: Journal paper
DIALOG File: 13 3508629 C90000107
Keywords: DP management; Unisys computers; Unisys; total quality management; cooperation; innovation; Defense Systems Division
Abstract: Like some of its competitors and many other leading US companies, Unisys is in the midst of an ongoing 'total quality management' effort designed to instill a corporate culture that fosters cooperation, innovation and improved customer service. The author discusses the components of this mandatory quality program within the Defense Systems Division.

TOTAL QUALITY MANAGEMENT: THE ASD EXPERIENCE

Author: Alexander, R.S.
Author Affil: Div. of Aeronaut. Syst., Wright-Patterson AFB, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1655-60 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506021 B89074484
Keywords: management; military systems; quality control; USAF; ASD experience; TQM; total-quality management; Aeronautical Systems Division
Abstract: The author summarizes the evolution and operation of TQM (total-quality management) at ASD (Aeronautical Systems Division, Wright-Patterson AFB) and discusses the lessons being learned. The discussion includes a short history of how ASD became involved in TQM, a description of the structure, an outline of the duties of the Assistant to the Commander for Total Quality Management, whose job is to facilitate the adoption of TQM, an overview of the Steering Committee that guides

the effort, and a summary of progress to date. It is concluded that the experiences of the two pioneer efforts, the Propulsion and Training Systems System Program offices, and the initial reaction of the second wave of organizations are positive. Despite some difficulties, progress is being made and it appears that TQM will work in a government bureaucracy.

LOOKING THROUGH A TQM WINDOW

Author: Norausky, P.H.
Author Affil: Aeroject Ordnance, Downey, CA, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1650-4 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506020 B89074483
Keywords: management; military systems; quality control; TQM window; total-quality-management; Aerojet Ordnance; statistical process control; quality function deployment; Taguchi
Abstract: The author examines the elements of the total-quality-management (TQM) system at Aerojet Ordnance. The elements discussed are: (1) the process of initiation, (2) cultural change within Aerojet and its suppliers, (3) sustaining approach, (4) operational tools, (i.e. statistical process control, quality function deployment, and Taguchi), and (5) the results that were achieved. Recommendations based on lessons learned at Aerojet Ordnance are presented.

'IF JAPAN CAN . . . WHY CAN'T WE?' - TOTAL QUALITY MANAGEMENT AT NAVAL AVIATION DEPOT NORTH ISLAND

Author: Loiselle, J.W.
Author Affil: Naval Aviation Depot North Island, San Diego, CA, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1645-9 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506019 B89078725
Keywords: management; military systems; quality control; Naval Aviation Depot North Island; total-quality-management; TQM; implementation background information; history of TQM; explanation of TQM organization
Abstract: The author describes the efforts of the Naval Aviation Depot North Island, CA, over the past five years (1984-89) to implement the total-quality-management (TQM) philosophy of W. E. Deming. The cultural gains and lessons learned during the

implementation efforts are highlighted. Also provided are background information on TQM, a summary of the history of TQM at North Island, an explanation of TQM organization at North Island, and selected results. Based on experience at North Island, TQM is judged a success.

AFLC TOTAL QUALITY MANAGEMENT CORE EDUCATION AND TRAINING DEVELOPMENT

Author: Doherty, S.D.
Author Affil: USAF Logistics Command, Wright-Patterson AFB, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1480-2 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506016 B89074460
Keywords: management; quality control; USAF; AFLC; total quality management; US Air Force Logistics Command; TQM principles; quality training program
Abstract: US Air Force Logistics Command (AFLC) has been implementing total-quality-management (TQM) philosophy since October 1987. A major concern, however, for every manager and supervisor is whether or not personnel are being adequately trained in TQM principles and disciplines. In looking after this concern, there is a tendency to assume that training is the proper solution for every problem. When not valid, this assumption results in wasted training effort. The tendency is to request more training than needed, thus causing overtraining and a waste of training resources. The author examines how AFLC can design an adequate, yet efficient quality training program and avoid the traps just indicated. He presents the AFLC education and training development model and schedule of the core curriculum development needed to ensure continuation of the AFLC quality revolution.

IMPLEMENTATION: THE REAL TOTAL QUALITY CHALLENGE

Author: Grunenwald, W.J.
Author Affil: ADM Consultants Inc., Fairborn, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No.89CH2759-9) pp.: 1471-4 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506014 B89074481
Keywords: management; quality control; total quality management
Abstract: Seven steps to total-quality implementation are listed and discussed. These are: (1) establish a full time advocate, (2) develop a formal plan, (3) be consistent, (4) provide the resources, (5) select improvement areas carefully, (6) consider outside help, and (7) be patient.

AN OVERVIEW TO THE APPLICATION OF TOTAL QUALITY MANAGEMENT
Author: Hansen, R.L.
Author Affil: Div. of Aeronaut. Syst., Wright-Patterson AFB, OH, USA
Sponsor: IEEE
Source: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference NAECON 1989 (Cat. No. 89CH2759-9) pp.: 1462-7 vol.4
Date: 22-26 May 1989 Location: Dayton, OH, USA
Publ: IEEE, New York, NY, USA. 4 vol. 2102 pp.
Document Type: Conference paper
DIALOG File: 13 3506012 B89074479
Keywords: management; quality control; US competitiveness; total quality management; manpower worker involvement; material improvements;environment standards
Abstract: An attempt is made to provide an overview of the total-quality-management(TQM) process. TQM advocates continuous process improvement through worker involvement in manpower, methods, machine, and material improvements. In a TQM environment, standards are continually challenged and improved, and new standards are established only to be challenged and improved again. This loop never ceases; thus, improvement is created. TQM is now receiving serious consideration as a solution to the competitiveness issue as other countries utilizing it have undermined US leadership in world markets.

TOTAL QUALITY MANAGEMENT
Author: Randolph, B.P.
Source: Signal (USA) vol.43, no.10, pp.: 123-9
Publication Year: June 1989
Document Type: Journal paper
DIALOG File: 13 3504545 B89078680
Keywords: military systems; weapons; military systems; research; development; US Air Force Systems Command; testing; weapon systems; total quality management
Abstract: The US Air Force Systems Command (AFSC) is meeting the challenge of researching, developing, testing, evaluating and acquiring weapon systems by use of total quality management (TQM). The AFSC focuses its efforts on three simply stated goals: support the user organization; increase acquisition excellence; and enhance technological superiority.

TOTAL QUALITY MANAGEMENT
Author: Neeson, P.
Source: Logist. Today (UK) vol.8, no.2, pp.: 34-6
Publication Year: March 1989
Document Type: Journal paper
DIALOG File: 13 3401547 B89041770, C89042076
Keywords: management; production control; quality control; total quality management; quality assurance

Abstract: Total quality management (TQM) has been adopted by the world's leading companies, as a vehicle to change a company's culture, operating style and attitudes during the period of transition towards its vision of where it wants to be. It is not just about quality control or quality assurance. The guiding principles are outlined; they pertain to taking a broad view and achieving success the first time. Four phases of introduction are outlined, and the benefits are considered.

MILITARY STANDARDS ON QUALITY - SPECIFICATIONS: A COMMUNICATION AID

Author: McFarland, Stanley
Corporate Source: Aeronaut Syst Div, Wright-Patterson AFB, OH, USA
Conference Title: Proceedings of the IEEE 1989 National Aerospace and Electronics Conference - NAECON 1989
Conference Location: Dayton, OH, USA Conference Date: 1989 May 22-26
Sponsor: IEEE, Dayton Section, Dayton, OH, USA; IEEE, Aerospace and Electronic Systems Soc, New York, NY, USA
E.I. Conference No.: 12685
Source: IEEE Proceedings of the National Aerospace and Electronics Conference V. 4 (of 4). Publ by IEEE, IEEE Service Center, Piscataway, NJ, USA. p 1484-1486
Document Type: Conference paper
DIALOG File: 8 02863815 E.I. Monthly No: EIM9002-008232
Keywords: quality assurance--standards; military engineering--standards; process control; total quality management; specification/standard
Abstract: The author discusses some of the newest ways specifications and standards (S/S) are being applied to improve communication within the government-defense-industry community. He considers: (a) MIL-prime specifications, (b) S/S tiering, (c) S/S tailoring, and (d) verification by process control.

QUALITY IMPROVEMENT METHODS THAT HELP ACHIEVE RELIABILITY IN THE PRODUCTION CYCLE

Author: Rehg, Virgil
Corporate Source: US Air Force Inst of Technology, Wright-Patterson AFB, OH, USA
Conference Title: 1989 Proceedings - 35th Annual Technical Meeting: Building Tomorrow's Environment
Conference Location: Anaheim, CA, USA Conference Date: 1989 May 1-5
E.I. Conference No.: 12493 p 169-171
Document Type: Conference paper
DIALOG File: 8 02822029 E.I. Monthly No: EIM8911-042027
Keywords: quality control--management; quality assurance; statistical process control; total quality management

Abstract: This paper endeavors to enhance communication between quality and reliability practitioners. The topics discussed are quality management; statistical process control; process variation reduction; the interaction between quality management and reliability; environmental stress screening; and reliability testing.

TOTAL QUALITY MANAGEMENT: AN AMERICAN MODEL

Author: Rieker, Wayne S.; Sullivan, Shaun J.
Corporate Source: Rieker Management Systems, Los Gatos, CA, USA
Conference Title: 39th Annual Quality Congress Transactions.
Conference Location: Baltimore, MD, USA Conference Date: 1985 May 5-8
E.I. Conference No.: 06943 p:461-466
Document Type: Conference paper
DIALOG File: 8 01894664 E.I. Monthly No: EIM8509-056403
Keywords: quality control; total quality management; participative management; quality circles; statistical process control
Abstract: The components of Total Quality Management (TQM) are statistical methods, a systematic approach to participative management, and quality control (QC) Circles. The interrelationships of these are discussed and examples given of the benefits from their activities. In particular, it is stressed that statistical process control techniques need to be used by a wide variety of functions outside the QC department; maximum benefit comes through the activity of process control teams; manager teams require a collaborative, data-based approach to decision making and problem solving; and Circles involve employees in quality improvement and provide Quality Professionals a means to exercise leadership in quality efforts.

AEROSPACE/DEFENSE FIRMS SEE PRELIMINARY RESULTS FROM APPLICATION OF TQM CONCEPTS; AEROSPACE FIRMS COMMITTED TO INSTALLING TQM METHODS

Author: Scott, William B.
Source: Aviation Week & Space Technology v132n2 PP: 61-63 Jan 8, 1990
Document Type: Journal paper
DIALOG File 15: 90008951
Keywords: aerospace industry; defense industry; quality control
Abstract: Although significant productivity gains are still several years away, the total quality management (TQM) concepts adopted by aerospace and defense companies are already starting to show preliminary results. In a number of firms, TQM has been introduced on the factory floor as a pilot project and then has been expanded into other areas. In some firms, TQM has been adopted on a companywide scale accompanied by major organizational restructuring. The effectiveness of TQM depends largely on the way it is introduced. Implementing TQM concepts requires a cultural change at all company levels. Firms reporting positive results have used a measured, incremental approach that introduces TQM first to a specific work area and then expands from there. Martin Marietta's Space Launch Systems Co. has used this approach with great success. The company estimates that the initial investment in training has already been recovered about 12 times over in terms of improvements in processes.

GOVERNMENT GRIDLOCK
Author: Eisman, Regina
Source: Incentive v164n1 PP: 24-28 Jan 1990
Document Type: Journal paper
DIALOG File 15: 90008193
Keywords: Government employees; efficiency; quality; Government agencies; awards; incentives; employee benefits; US
Abstract: Government officials and outside analysts believe that the federal bureaucracy's comprehensive productivity and quality program will make it easier for businesses and citizens to deal with agencies. Some say that the cost savings could ultimately cut the deficit and lower taxes. Several billion dollars have already been saved due to employee suggestions and the increased use of principles and tactics borrowed from private industry. Skeptics say real gains are not possible in a bureaucracy, partly because of the size of government. The National Association of Government Employees, the federal workers' union, is generally opposed to merit pay programs, quality circles, and other total quality management(TQM) components. Efforts to improve productivity have intensified with the formation in June 1988 of the Federal Quality Institute, whose mission is to apply the principles of TQM, a customer-driven system that requires extensive employee involvement. The Office of Personnel Management is exploring the idea of using incentives to reward employees. Graphs.

COMMITMENT . . . IT'S NOT THE WHETHER, IT'S THE "HOW TO"
Author: Brown, Mark Graham
Source: Jrnl for Quality & Participation PP: 38-42 Dec 1989
Document Type: Journal paper
DIALOG File 15: 90007547
Keywords: quality control; effects; resource allocation; goal setting; guidelines; US; Total Quality Management
Abstract: Although many executives truly believe in total quality management (TQM), their behavior does not show that commitment. They do not know what to do to prove to their employees that they really are committed to TQM. Executives must be willing to attend the necessary courses and learn TQM concepts and skills. In addition,they must be willing to practice TQM in their own jobs. If TQM is to become a way of life in the organization, there needs to be changes in the work environment - in the way success is measured and in the way people are rewarded. These changes should be part of a comprehensive TQM implementation plan. The long-term quality goal should be broken down into many small sub-goals. It is important to allocate appropriate resources for TQM because it is not a quick fix and requires substantial time and money to implement. Measurement of quality and its associated costs need to be done outside the quality assurance function; it should be measured by the accounting function. What is needed are systems to separately track labor, materials, and machine costs associated with rework.

SEARCHING FOR YOUR MISSING QUALITY LINK
Author: Fishman, Nina; Kavanaugh, Lee
Source: Jrnl for Quality & Participation PP: 28-32 Dec 1989
Document Type: Journal paper
DIALOG File 15: 90007544
Keywords: quality control; roles; supervisors; employee attitude; problems; motivation; feedback
Abstract: Some organizations may find that their quality effort is not moving as fast as they had expected or hoped, that the effort has a missing quality link. This missing quality link may be found in the supervisor's role. As the organization begins to practice total quality management (TQM), supervisors will be called upon to provide meaningful support to problem-solving teams. In order to create a climate where new ideas can take hold, the supervisor should listen to proposals with objectivity and create conditions that allow for safe risk-taking. The supervisor needs to create a climate of motivation and manage the dynamics that will build high levels of commitment in groups and individuals. In addition, continuous improvement should be encouraged and efforts given recognition. When giving feedback, supervisors should focus on a particular thing they liked. Supervisors can make or break a quality improvement effort. Building on supervisor commitment provides a stronger foundation for deploying quality management.

TQM: STRATEGY FOR '90S MANAGEMENT
Author: Hendricks, Charles F.; Triplett, Arlene
Source: Personnel Administrator v34n12 PP: 42-48 Dec 1989
Document Type: Journal paper
DIALOG File 15: 90005333
Keywords: quality control; strategic management; roles; personnel management; US; factors
Abstract: A new approach to quality - total quality management (TQM) - will be a major management focus and trend in the 1990s. TQM is a management philosophy that emphasizes the need to meet customer needs precisely and the importance of doing things right. It also recognizes that quality improvement will truly be achieved only when it is a goal of all employees and becomes part of the fabric and culture of the entire organization. Human resource (HR) professionals have a significant role in implementing this new approach to quality. Some of the specific ways HR can be involved in TQM include: 1. diagnosing "organizational readiness," 2. conducting value chain analyses, 3. restructuring performance measurement and reward systems, 4. planning a long-term, customer-oriented culture change, and 5. developing a TQM communications and training program. As companies enter the 1990s, they will find that the sustainable competitive edge will be gained through people and that TQM will help them develop and maintain that advantage. Charts. References.

TOTAL QUALITY MANAGEMENT WILL REQUIRE PROCUREMENT CHANGES, PERSEVERANCE

Author: Smith, Bruce A.
Source: Aviation Week & Space Technology v131n25 PP: 59-60 Dec 18, 1989/ Dec 25, 1989
Document Type: Journal Paper
DIALOG File 15: 90004634
Keywords: strategic management; defense industry; US; quality control; Air Force; US; DOD; defense contracts
Abstract: The US Defense Department has been pushing the case for Total Quality Management (TQM) with contractors. Management experts say that TQM concepts essentially remained on the shelf for many years because the US economy was not challenged by offshore barrages until the 1970s. Implementation of TQM principles requires a dramatic change in the way that a business is run. The changes, which are permanent and pervasive, cut through traditional organizational structures and require long-term commitment from management. While quality measures can be applied in different ways, a common denominator is attitude - the attitude of each employee to continuously improve the product or service. Everyone in the organization becomes a problem solver and a decision maker. TQM also calls for placing customer satisfaction above personal advancement, "turf wars," authoritarian control, and short-term profit. With TQM as a permanent fixture, the continuous small improvements that are basic to the philosophy will add up to solid and significant achievement. Graphs.

TQM EXPECTED TO BOOST PRODUCTIVITY, ENSURE SURVIVAL OF U.S. INDUSTRY

Author: Scott, William B.
Source: Aviation Week & Space Technology v131n23 PP: 64-69 Dec 4, 1989
Document Type: Journal paper
DIALOG File 15: 90004615
Keywords: total; quality; management; organizational change; organization development; implementations; aerospace industry; defense industry; DOD; US; principles
Abstract: The concept of total quality management (TQM) is gaining impetus throughout government, academia, and the aerospace and defense industry. Viewed as a means of corporate survival and as a powerful vehicle for revolutionizing US productivity, its bottom-line benefits of reduced costs, improved quality, and better customer satisfaction are prompting major US firms to invest millions of dollars in training, new equipment, and facilities to enhance competitiveness on a global scale. The US military services are pushing TQM concepts through acquisition incentives and Defense Department guidelines, while simultaneously embarking on a self-assessment process. Principles of TQM include: 1. focusing on customers' needs and expectations, 2. building in quality rather than inspecting out defects, 3. establishing structured problem-solving methodologies that can identify opportunities for improvement, 4. using statistical tools to reduce variations in a process, and 5. recognizing the importance of people in the total process. Tables.

MAKING TOTAL QUALITY MANAGEMENT WORK: LESSONS FROM INDUSTRY

Author: Leader, Charles
Source: Aviation Week & Space Technology V131 N18 PP: 65-69 Oct 30, 1989
Document Type: Journal paper
DIALOG File 15: 89044020
Keywords: quality control; defense industry; problems; improvements; methods
Abstract: Some recently initiated Total Quality Management (TQM) programs will succeed, but many others will be expensive and avoidable failures. Managers in US commercial industries already have struggled with how to refocus large companies to achieve major quality improvements. Defense managers are more likely to implement successful TQM programs if they recognize the importance of 7 key lessons learned in the commercial sector: 1. Quality improvements are unlikely without simultaneous improvements to cost and schedule. 2. Opportunities to improve quality are greatest early in the design and production processes. 3. A single point of functional accountability is essential to improving total quality. 4. Supplier-subcontractor behavior must be influenced to improve total delivered quality. 5. Large improvements in quality are the result of many small actions. 6. Building skills is critical to sustaining any process to change performance. 7. Significant improvements to quality require managing a major, multiyeared iterative change effort. Graphs.

WHAT'S MY ROLE?

Author: Powell, Jennifer
Source: Jrnl for Quality & Participation PP: 44-45 Sep 1989
Document Type: Journal paper
DIALOG File 15: 89041020
Keywords: human resources; managers; roles; total; quality; management; implementations; planning; training; performance standards; goals; personnel management
Abstract: Total quality management (TQM) is inclusive because it affects all departments and creates new roles and expectations for existing positions, especially for the human resources manager. In TQM, quality is defined as knowing the customer, both internally and externally; it means meeting the customer's requirements and measuring defects and errors by each failure to meet the customer's requirements. The key areas where the human resources manager will be vital to the success of the organization's TQM efforts are: 1. planning, 2. training, 3. recognition, and 4. integration. Departments must be encouraged to review initial objectives and plans when discussing new procedures,processes, and activities. It is sometimes easy to get caught up in the momentum of start-up or in handling daily crises and lose sight of what the plans, goals, and objectives were originally meant to do - improve quality throughout the organization. Charts.

MOVING TOWARD SYSTEMS INTEGRATION

Author: Pace, Larry A.
Source: Survey of Business V25 N1 PP: 57-61 Summer 1989
Document Type: Journal paper
DIALOG File 15: 89035103
Keywords: employee involvement; productivity; job satisfaction; commitments; problem solving; decision making; quality control
Abstract: Employee involvement (EI) is a process for empowering members of an organization to make decisions and to solve problems appropriate to their levels in the organization. EI is regarded by most Total Quality Management (TQM) authorities as a necessary ingredient for overall organizational effectiveness. While EI is an individual process, TQM is generally perceived as a companywide approach intended to bring under control all the processes and systems of the organization. EI means living with creative solutions and the resultant variety of approaches, while TQM strives for a standardization of work processes and outputs. According to Edward E. Lawler, III, there are 3 general categories of EI: parallel suggestion involvement, job involvement, and high-involvement work systems. To be effective, the form of involvement must be congruent with the current organizational operating systems, culture, and climate and the organization's strategy. Charts.

TQM AND COST MANAGEMENT: NEW DEFINITIONS FOR COST ACCOUNTING

Author: Reeve, James M.
Source: Survey of Business V25 N1 PP:26-30 Summer 1989
Document Type: Journal paper
DIALOG File 15: 89035097
Keywords: cost accounting; organizational change; success; factors
Abstract: The influence of Total Quality Management (TQM), both as a philosophy and in practice, is a dramatic change in management paradigm. Cost-management systems will have to respond to the new environment of the competitive 1990s in numerous ways. For example, the accounting system must correctly communicate the profitability of products. The effect of the economies-of-scale production philosophy is strongly reflected in many cost accounting systems. The TQM management philosophy emphasizes production of only what is needed. The main principle of TQM is to continuously improve systems toward the goal of creating customer value. Waste in overhead is seen when activities are accomplished that are not required by the customer. If inspections could be eliminated without a loss of quality, the customer would never notice the difference. Redundant systems designed to protect system throughput and rework are examples of unnecessary equipment investments. Tables. Charts. References.

TOTAL QUALITY MANAGEMENT: EIGHT LESSONS TO LEARN FROM JAPAN
Author: Atkinson, Philip E.; Naden, Jim
Source: Management Services (UK) V33 N3 PP: 6-10 Mar 1989
Document Type: Journal paper
DIALOG File 15: 89023187
Keywords: quality control; quality circles; training; commitments; participation; communication; strategic planning
Abstract: Total quality management (TQM) extends far beyond the philosophy and practices of quality control and quality assurance. TQM is a strategy concerned with the changing fundamental beliefs, values, and culture of a company. In November 1988, twenty executives from the UK manufacturing industry went to Japan to visit some of the most successful companies in the world and to examine TQM, the strategy that had enabled these firms to become world leaders. Eight lessons to be learned from Japan are: 1. All managers and operatives must be highly committed to training and education. 2. The approach of foolproofing, designed to produce zero defects, must be utilized. 3. To be successful, the ideas that quality circles pursue must be put into action, reinforcing the behavior of all circle members. 4. An organization's communication must have a high profile. 5. Robotics and automation should be used when necessary to reduce error. 6. Progress should be illustrated visually. 7. Quality must be deeply rooted in both service and manufacturing functions. 8. Long-term planning is required. Tables. Equations. Appendix. References.

QUALITY OF MANAGEMENT & THE MANAGEMENT OF QUALITY
Author: Robson, Mike
Source: Jrnl for Quality & Participation V12 N1 PP: 70-73 Mar 1989
Document Type: Journal paper
DIALOG File 15: 89014368
Keywords: quality control; errors; managers; roles; implementations
Abstract: The management role remains the weakest area in most companies that have initiated the total quality management (TQM) process. Companies often establish a quality council or steering group to manage the process, which can put the concept on the fringes of the organization, rather than in the center of business as usual. People who choose to be involved in various quality activities may form a members-only type attitude that serves to isolate them from the rest of the organization. In addition, a quantity at all costs ethic hinders the acceptance of TQM. Major changes in management are required for the successful implementation of TQM. Management must convince the organization's people that it is dedicated to the process and that the status quo must go. A formal recognition scheme should be established. Key tools such as the group problem-solving process allow managers to work with their subordinates in developing TQM in an organized manner. Diagrams.

PROFESSIONAL MILITARY BUYING CORPS URGED

Author: Gottlieb, Daniel W.
Source: Purchasing V106 N2 PP: 36B24-36B28 Feb 9, 1989
Document Type: Journal paper
DIALOG File 15: 9012752
Keywords: military; purchasing agents; DOD; reforms; quality control
Abstract: A key study of military buying practices recommends forming a professional buying corps within the Pentagon that would draw from industrial purchasing professionals and pay salaries comparable to those available in the private sector. The independent study, sponsored by the Ford Foundation, said that unless the military services adopt such reforms, purchasing ultimately could be turned over to a civilian agency outside the Department of Defense (DOD). The proposals come at a time when the Pentagon has undertaken a program to improve the quality of weapons and other goods it buys. DOD officials are pushing the Pentagon's year-old Total Quality Management program (TQM) hard, both within the department and with contractors. The outgoing secretary of the DOD, Frank Carlucci, defined the goal of TQM as satisfied, quality-equipped, quality-supported military personnel. That, he says, requires both DOD and contractors to create an environment in which managers encourage creativity, initiative and trust, and where individuals' contributions are actively sought to upgrade quality. Tables.

THE FEDERAL QUALITY AND PRODUCTIVITY IMPROVEMENT EFFORT

Author: Burstein, Carolyn; Sedlak, Kathleen
Source: Quality Progress V21 N10 PP:38-41 Oct 1988
Document Type: Journal paper
DIALOG File 15: 8041397
Keywords: total; quality control; implementations; Government agencies; services; improvements; productivity
Abstract: A Presidential Executive Order designed to improve the quality and efficiency of the service of federal agencies by 1992 depends upon a total quality management (TQM) infrastructure. Of 19 agencies participating in the TQM effort, the top 3 performers are the Internal Revenue Service, the Naval Air Logistics Command (US Navy), and the US Department of Agriculture's Forest Service. Productivity and quality improvement programs are expected to be initiated in nearly 700 federal programs between 1987 and 1992. Of 36 services targeted for improvement in 1987, thirty-four reported results, 29 of which improved quality and timeliness. While there was no single element that accounted for the improvements, strategies included: 1. automation, 2. work simplification, 3. coordination of organizational units, and 4. incentive programs. To establish a quality culture in government, a comprehensive educational program is needed that can be implemented over several years. Although future governmental programs are expected to offer multiagency and multiprogram services, present challenges include uneven support from top management and deficient customer orientation. Tables.

WHERE ARE WE HEADED?
Author: Rieker, Wayne S.
Source: Jrnl for Quality & Participation V10 N4 PP:32-36 Dec 1987
Document Type: Journal paper
DIALOG File 15: 88037572
Keywords: participatory management; quality circles; quality of work committees; ESOP; statistical process control; personnel management
Abstract: A well-implemented employee involvement program will go a long way toward solving the US problem of lack of competitiveness and inadequate productivity. The concept will take many directions in the future, including the implementation of: 1. self-managing teams, 2. quality of work life teams, 3. labor-management cooperative committees, and 4. employee stock ownership programs. Employee involvement must address the economic success of the enterprise if it is to be considered successful. Further, quality and customer satisfaction must be the primary focus of the future. This quality improvement must encompass all aspects of the firm's operation and management, addressing such things as statistical process control. The concept of Total Quality Management (TQM) implies the creation of a participative environment where everyone is involved in making quality improvement decisions. Adoption of the TQM concept is essential and can be achieved only through employee involvement. Japanese experiences affirm the gains to be realized from the incorporation of employee involvement.

THE FEDERAL PRODUCTIVITY IMPROVEMENT EFFORT: CURRENT STATUS AND FUTURE AGENDA
Author: Burstein, Carolyn; Sedlak, Kathleen
Source: National Productivity Review V7 N2 PP: 122-133 Spring 1988
Document Type: Journal paper
DIALOG File 15: 88020294
Keywords: Government agencies; productivity; quality control; improvements; programs; services; implementations
Abstract: Two years ago, an Executive Order was signed with the goal of making agencies in the executive branch significantly more productive by 1992. The order directed agencies to: 1. implement total quality and productivity management practices, and 2. make incremental improvements each year in the quality, timeliness, and efficiency of their products and services. A principal effort of the program, which is directed by the Office of Management and Budget, has been to define and develop a program of Total Quality Management (TQM). Attributes of TQM include: 1. a customer orientation, 2. emphasis on teamwork, 3. performance measures, and 4. accountability. Almost 700 programs that employ nearly 2 million federal workers have been targeted for improvement between 1987 and 1992. Of the 30 services beginning improvement programs in 1987, 27 made quality and timeliness improvements or met their established standards. Agencies have prepared productivity improvement plans on another 164 services for 1988 and 1989. Tables. Charts. Graphs.

TQM (TOTAL QUALITY MANAGEMENT) - A REVOLUTION SPURNED
Author: Harvey, D.
Source: Defense Science, Vol. 8 No.11, PP:35-38, Dec 1989
Document Type: Journal paper
DTIC/NTIS File: No copies furnished by DTIC/NTIS
Keywords: TQM(Total Quality Management); Defense Department; acquisition; procurement; quality
No abstract available

EXPECT ACQUISITION CHANGES
Source: Advanced Military Computing, 12 March 1990
Document Type: Journal paper
DIALOG File 80: 0323801
Keywords: Total Quality Management(TQM); defense industry; purchasing; defense procurement
Abstract: The Pentagon's formula for doing business with the defense industry will change radically, according to a panel at the recent AFCEA conference in Long Beach. Four areas that need attention in order to deal with the monlithic DOD acquisition apparatus and its staggering costs were explored by the panel: Total Quality Management (TQM); ethics and integrity in the Procurement Act; Defense Management Reform (DMR); and expanding DOD usage of commercial products.

FROM THE BOARDROOM: JOHN F. MCDONNELL
Author: Ropelewski, R. R.; Roos, J. G.
Source: Armed Forces Journal International, V127N8, Mar 1990, p48-50
Document Type: Journal paper
DIALOG File 80: 0322540
Keywords: Total Quality Management; aircraft; product design; development
Abstract: This article is an interview with McDonnell Douglas' chairman and CEO J. F. McDonnell. McDonnell discusses the impact of Total Quality Management (TQM) on the company; company projects such as the T-45 trainer aircraft program, the Apache helicopter, ATF, NASP LHX and C-17.

QUALITY MANAGEMENT WITHOUT THE BUZZWORDS
Author: Roesler, R.
Source: Signal, V44N5, Jan 1990, p51-56
Document Type: Journal paper
DIALOG File 80: 0316144
Keywords: Total Quality Management; management; techniques; procurement
Abstract: The US DOD wants to apply the Total Quality Management (TQM) philosophy to overcome problems of size, lack of coordination, work and responsibility duplication and micromanagement, according to R. Roesler, Siemens (US).

THE PENTAGON REVIVES ITS INTEREST IN QUALITY
Source: Electronic Business, Oct 1989, p149-152
Document Type: Journal paper
DIALOG File 80: 0308358
Keywords: Total Quality Management; Defense Administration; finance
Abstract: The Total Quality Management initiative has been activated by the DOD, and is expected to be in place for a long time. The program is part of a project to put quality programs in place, educate defense employees and build better relationships with contractors. TQM is important to the US manufacturing economy as the DOD employs 4.3 million people and accounts for 11% of the US manufacturing output. In designing TQM, DOD officials spend time observing industry's quality assurance programs. TQM involves 4 parts: devising a strategic vision, applying the vision to processes, translating these processes into specific practices, and implementing the actual tools. In addition to TQM, the DOD has implemented Exemplary Facilities, a program which favors those contractors that produce quality parts. The DOD relies largely on its in-house training programs, but can turn to the Federal Quality Institute for resources. The biggest advantage the FQI can offer is the counseling and consultation services which assists individual government departments in implementing quality programs.

WAVE OF QUALITY INITIATIVES SWEEPS OVER DOD, INDUSTRY
Author: Ropelewski, R. R.
Source: Armed Forces International Journal, Jan 1990, p54-56
File: N/A (referenced in Mar 1990 issue)
Keywords: Total Quality Management; Department of Defense; quality
No abstract available

IQUE - DLA JOINS THE TQM REVOLUTION
Author: Walker, E. D.
Source: National Defense, V74N457, May/Jun 1990, p50-52,71
File: N/A
Keywords: Total Quality Management; Defense Logistics Agency; quality; production; Defense Contract Administrative Service
Abstract: The Defense Logistics Agency (DLA) is developing a new approach to in-plant quality assurance which will replace the current Contract Quality Assurance Program (CQAP). The In-Plant Quality Evaluation (IQUE) Program focuses on working with defense contractors in a spirit of teamwork to analyze, measure, understand and continuously improve manufacturing associated processes and resulting product quality. The program will be applied to over 310,000 contracts involving $68 billion worth of material accepted annually by the Department of Defense. IQUE is based on proven techniques for quality improvement and continuous process and it is rooted in the teachings of Juran, Deming, Feigenbaum, Crosby, Taguchi, Shewhart, Ishikawa, and others.

OUT OF BEDLAM: MANAGEMENT BY QUALITY LEADERSHIP
Author: Price, Frank
Source: Management Decision, V27 May 1989, P15(7)
Document Type: Journal paper
DIALOG File: 75 0392969
Keywords: leadership; management; strategic planning; organizational change; TQM(Total Quality Management)
Abstract: United Kingdom firms currently are reexaming and modernizing their management styles so that they can respond to increasing international competition. The new management method receiving attention is management by quality leadership, which emphasizes statistical process control systems, procedures, professionalism, variables analysis, attributes analysis, and contribution of individuals. It is an innovative strategy because it combines academic and practical theories. A case study is presented to illustrate aspects of management by quality leadership.

MANAGING THE COST OF AUDIT QUALITY
Author: Reed, William
Source: Government Accountants Journal, V38 Fall 1989, P21(6)
Document Type: Journal paper
DIALOG File: 75 0391482
Keywords: finance; United States; Defense Contract Audit Agency; accounting; quality control; TQM(Total Quality Management)
Abstract: The Defense Contract Audit Agency (DCAA) has implemented a total quality management approach that emphasizes increased profitability by improving qualilty instead of making cost reductions. The DCAA total quality management program involves five areas: auditor training; audit guidance; direct supervision; internal control evaluation; and management oversight. The DCAA program: ensures specialized trained auditors to enhance expertise; uses a Contract Audit Manual to give audit guidance and uses constant review to provide for both internal and external management oversight.

HOW WE CHANGED OUR ACCOUNTING (ACCOUNTING AT SIX NAVAL AVIATION DEPOTS)
Author: Woods, Michael D.
Source: Management Accounting (USA), V70 Feb 1989, P42(4)
Document Type: Journal paper
DIALOG File: 75 0384069
Keywords: TQM(Total Quality Management); Just-In-Time Systems; management; terminals; case studies; United States; Navy; aviation
Abstract: Six US Naval Aviation Depots altered cost accounting practices when a Total Quality Management program was instituted. It made specific changes in such areas as: automating manual procedures; improving bases for allocation of general and administrative expenses; and simplified summary report for production cost centers. The changes have reduced labor rates, developed technological innovations; enhanced business systems, and increased service to the fleet.

TOTAL QUALITY MANAGEMENT: A REVOLUTIONARY MANAGEMENT PHILOSOPHY

Author: Rehder, R.; Ralston F.
Source: SAM Advanced Management Journal, V49, No. 3, Summer 1984, P24-33(10)
Document Type: Jounral paper
DIALOG File: 75 304787
Keywords: TQM(Total Quality Management); management; United States; quality control; Japan
Abstract: American managers are finally recognizing that quality is a key element to achieving a share of the world market and maintaining profitability. America's share of the world market has declined substantially since 1965. In order to regain its share of world trade, management must install a total quality control management system. This system is the best of American and Japanese concepts combined. The term used in Japan is total quality control. Americans perfer the word management, so the term TQC/M is used. There are five key elements to a successful TQC/M system. These include looking at quality before profits. The full potential of employees should be developed through eduction and training. For a TQC/M system to be effective, open communication about problems and issues must exist across the board in an organization. Experts in the TQC/M system believe that in order for the system to be successful, the whole company must be committed to it.

PERFORMANCE AND PRODUCTIVITY MEASUREMENT: THE ART OF DEVELOPING CREATIVE SCOREBOARDS

Author: Sink, S.
Source: Industrial Engineering, Jan 1986
Document Type: Journal paper
File: TQM input
Keywords: process improvement and measurement; white collar
Abstract: This article presents the basic five steps for developing measurement and evaluation systems for improved performance management.

BEGINNING THE QUALITY TRANSFORMATION, PART I

Author: Scholtes, P. R.
Source: Quality Progress, V21 N7, Jul 1988, pp28-33
Document Type: Journal paper (two part series)
Dialog File 15: 88031499
Keywords: process improvement and measurement; white collar
Abstract: Transforming an organization into one that is quality oriented involves an approach that must be based on the pragmatic realities of business life. Guidelines proposed for transforming the firm and overcoming resistance to change include: 1. Quality begins with delighting customers 2. The organization must learn to listen to customers and

help them articulate their needs 3. Everyone in the quality organization has to work together 4. There must be a working partnership with suppliers. The changeover to quality depends on making the goals of the transformation consistent throughout the organization. Guidelines for change include: 1. seeking the active support of a sufficient number of influential people, and 2. recognizing the influence of the informal organization and its members. The transformation itself must be accomplished in a steady and gradual series of phases, and the mistake of forcing change rather than nourishing it should be avoided. Charts. References.

SIX STRATEGIES FOR BEGINNING THE QUALITY TRANSFORMATION, PART II

Author: Scholtes, P. R.
Source: Quality Progress, V21 N8, Aug 1988, pp44-48
Document Type: Journal paper (two part series)
Dialog File 8: EI8812118668
Keywords: quality control; management; quality transformation; organizational culture; quality improvement
Abstract: Top managers learn to become leaders, exemplars and teachers of quality. Managers establish improvement projects that are carefully selected and guided by managers, conducted by cross-divisional teams using the scientific approach and coached by technical advisers. Top managers engage in quality transformation planning starting with a two-year blueprint for preparation, start-up and early expansion. Managers establish processes for the internal coordination, oversight and technical training and assistance needed to support quality improvement programs. Managers undertake specific efforts to change the organization's culture. Education and training are necessary to support the quality efforts. References.

MEASURING PERFORMANCE IN R&D SETTINGS

Author: Moser, M.
Source: Research Management, V28 N5, pp 31-33, Sept/Oct 1985
Document Type: Journal paper
File: TQM input
Keywords: process improvement and measurement; white collar; R&D; performance
Abstract: Good starter list of examples of R&D performance indicators. Based on input by 124 R&D managers representing 40 industries (primarily chemical, information processing and electronics firms).

DEVELOPING MEASURES WITH AEROSPACE MANAGERS
Author: Kinlaw, D. C.
Source: National Productivity Review, Winter 1986-87
Document Type: Journal paper
File: TQM input
Keywords: process improvement and measurement; while collar; performance measurement; aerospace managers
Abstract: Five generic models for performance measurement with illustrative examples for each model based on NASA project involving 500 aerospace managers.

TOTAL QUALITY MANAGEMENT IN THE DEPARTMENT OF DEFENSE
Author: Strickland, Jack; Angiola, Peter
Source: 1989 ASQC Quality Congress Transactions - Toronto
Document Type: Conference paper
File: TQM input
keywords: TQM(Total Quality Management); Department of Defense; continuous process improvement; management; cultural changes
Abstract: This paper explores some of the causes that have contributed to the current status of our economy, the stigma of poor quality associated with weapon systems, the adversarial relationship between Government and Industry and the general attitude of mistrust between management and labor. The paper addresses the new DOD approach to quality and offers a persuasive argument to the defense industry for joining in this revolution.

TOTAL QUALITY MANAGEMENT: KEYNOTE ADDRESS
Author: Vice Admiral Stanley R. Arthur, USN
Source: Naval Engineers Journal, V101N5, p35-37
Document Type: Journal paper
Presented March 1989 at the American Society of Naval Engineers's Third Annual Logistics Symposium, Mechanicsburg, Pa
Keywords: Total Quality Management; concepts; philosophy; management; quality improvement
No abstract available

TOTaL QUALITY MANAGEMENT: LINKING TOGETHER PEOPLE AND PROCESSES FOR MISSION EXCELLENCE
Author: Strickland, Jack
Source: Army Research, Development & Acquisition Bulletin, May-June 1989, pp9-12
Document Type: Journal paper
File: TQM input
Keywords: TQM(Total Quality Management); Department of Defense; continuous process improvement; management
No abstract available

TOTAL QUALITY MANAGEMENT
Source: Department of Defense
Document Type: Paper
File: TQM input
Keywords: TQM(Total Quality Management); Department of Defense; continuous process improvment; techniques; tools; practices; principles; vision
No abstract available

KEY INGREDIENTS TO TOTAL QUALITY MANAGEMENT
Author: Strickland, Jack C.
Source: Defense 89, March/April 1989, pp17-21
Document Type: Journal paper
File: TQM input
Keywords: TQM(Total Quality Management); Department of Defense; implementation; continuous process improvement; management; techniques; tools
No abstract available

CEO'S ROLE IN ACHIEVING PRODUCTIVITY THROUGH QUALITY
Author: Captain Bruce E. Maxon, SC, USN
Source: Unknown
Document Type: Paper
File: TQM input
Keywords: TQM(Total Quality Management); quality; productivity; Navy; management; roles; participative management; employee involvement; philosophy; Naval Supply Center
No abstract available

THE DYNAMICS OF TOTAL QUALITY MANAGEMENT: FERTILE AREAS OF RESEARCH
Author: Fargher, John S. W., Jr.
Source: Unknown
Document Type: Paper
File: TQM input
Keywords: TQM(Total Quality Management); Naval Aviation Depot, Cherry Point; statistical process control; employee involvement; management participation; managing by cost; information systems; productivity; strategic planning; lessons learned
Abstract: The purpose of this paper is to (1) present the evolution of the TQM philosophy from statistical process control through artisan participation to management participation, and (2) develop strategies and detail the current model for TQM as fully developed at the DOD's leading edge organization, the Naval Aviation Depot, Cherry Point, North Carolina. Areas requiring further research are also identified.

WHAT IS TOTAL QUALITY MANAGEMENT? WHAT DOES IT COST?
Author: Betti, John
Source: 13TH Annual Aeronautical Systems Division Pricing Symposium, May 9, 1989
Document Type: Conference paper
Keywords: Total Quality Management; continuous process improvement; quality; principles; cultural change; employee involvement; management involvement; management support
No abstract available

SYSTEMS ENGINEERING: THE KEY TO TQM
Author: Meadows, R. A.; Beckerman, L. P., Dr.; Richards, C., Dr.
Source: Program Manager, V19N1, Jan/Feb 1990, p2-6
Keywords: Total Quality Management(TQM); systems engineering; management
No abstract available

TOTAL QUALITY MANAGEMENT READING LIST
Author: Wehrle, R. A.
Source: Program Manager, V19N1, Jan/Feb 1990, p19-21
Keywords: Total Quality Management(TQM)
No abstract available

TOTAL QUALITY MANAGEMENT: WHAT PROCESSES DO YOU OWN? HOW ARE THEY DOING?
Author: Aaron, R. D.
Source: Program Manager, V18N5, Sep/Oct 1989, p17-21
Keywords: Total Quality Management(TQM); Department of Defense; continuous process improvement; productivity; quality; implementation
No abstract available

TASK FORCE INITIATIVE
Author: Lieutenant Colonel Bruce Sweeny, USA
Source: Program Manager, V18N4, Jul/Aug 1989, p 51
Keywords: Total Quality Management(TQM); acquisition; improvements
No abstract available

PRODUCTIVITY IMPROVEMENT CAUSES CONSTANT CHANGE
Author: Fargher, J. S. W., Jr.
Source: Program Manager, V18N3, May/Jun 1989, p49-52
Keywords: Total Quality Management(TQM); tools; productivity
No abstract available

TOTAL QUALITY MANAGEMENT: A POWERFUL SOLUTION TO THE LOGISTICS CHALLENGE
Author: General Alfred Hansen, USAF
Source: Program Manager, V18N1, Jan/Feb 1989, p9-12
Keywords: Total Quality Management(TQM); logistics; quality; employee involvement
No abstract available

TOTAL QUALITY MANAGEMENT: A DOD EXAMPLE
Author: Boudreauz, J. C., Commander, USN
Source: Program Manager, V17N4, Jul/Aug 1988, p42-44
Keywords: Total Quality Management(TQM); DOD; continuous process improvement; quality control; employee involvement; management
No abstract available

THREE ROUTES TO THE SAME DESTINATION: TQM (PART I)
Author: Persico, J., Jr.; Bednarczyk, B. L.; Negus, D. P.
Source: Quality Progress, V23N1, Jan 1990, p29-33
Keywords: Total Quality Management(TQM); union role; employee; management role; quality improvement; labor-management relations
Abstract: This is the first part of a two-part article that outlines the steps necessary to ensure success in a total quality change effort. In this installation, Betty L. Bednarczyk, a labor leader, provides her views on the union's role and what must be done to co-exist with management, and David P. Negus, an employee relations manager, describes what management must do to work together with labor.

THREE ROUTES TO THE SAME DESTINATION: TQM (PART II)
Author: Persico, J., Jr.; Bednarczyk, B. L.; Negus, D. P.
Source: Quality Progress, V23N2, Feb 1990, p37-41
Keywords: Total Quality Management(TQM); union role; employee; management role; quality; improvement; labor-management relations
Abstract: This is the second part of a two-part article that outlines the steps necessary to ensure success in a total quality change effort. In this second part, John Persico Jr., a total quality consultant, outlines specific activities that consultants might need to address in their role as a catalyst.


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COMMIT TO QUALITY
Author: Townsend, Patrick L.; Gebhart, Joan E.
Publisher: John Wiley & Sons, Inc.
Date: 1986
Pagination: 189pp
ISBN: 471-83953-1
Price: $19.95
NAVSWC Library Call No: HD66 T65

DEMING MANAGEMENT METHOD
Author: Walton, Mary
Publisher: Putnam Publishing Group
Date: 1986
ISBN: 0-399-55001-1
Price: $19.95
NAVSWC Library Call No: HD38 D439 W35

DEMING ROUTE TO QUALITY AND PRODUCTIVITY: ROAD MAPS AND ROADBLOCKS
Author: Scherkenbach, William W.
Publisher: CeePress Books
Date: 1986
Pagination: 154pp
ISBN: 0-941893-00-6
Price: $27.00
NAVSWC Library Call No: TS156 S358

GUIDE TO QUALITY CONTROL
Author: Ishikawa, Kaoru
Publisher: Asian Productivity Organization, Tokyo
Date: 1982
NAVSWC Library Call No: TS156 G82

IMPROVEMENT PROCESS; HOW AMERICA'S LEADING COMPANIES IMPROVE QUALITY
Author: Harrington, H. James
Publisher: McGraw-Hill Publishing Company
Date: 1987
Pagination: 256pp
ISBN: 0-07-026754-5
Price: $28.50
NAVSWC Library Call No: TS156 H34

JAPANESE MANUFACTURING TECHNIQUES, NINE HIDDEN LESSONS IN SIMPLICITY
Author: Schonberger, R. J.
Publisher: MacMillan Publishing Company, Inc.
Date: 1982
ISBN: 0-029-29100-3
Price: $24.95
NAVSWC Library Call No: HD70 J3 S36

JURAN'S QUALITY CONTROL HANDBOOK
Author: Juran, J.M.; Gryna, F. M. (editors)
Publisher: McGraw-Hill Publishing Company
Date: 1988 (4th edition)
Pagination: 1872pp
ISBN: 0-07-033176-6
Price: $79.50
NAVSWC Library Call No: TS156 J87 1988

KAIZEN: THE KEY TO JAPAN'S COMPETITIVE SUCCESS
Author: Imai, Masaaki
Publisher: Random House, Inc.
Date: 1986
ISBN: 394-55186-9
Price: $24.45
NAVSWC Library Call No: HD70 J3 I547

MADE IN AMERICA: REGAINING THE PRODUCTIVE EDGE
Author: Dertouzos, Michael L.; Lester, Richard K.; Solow, Robert M.
Publisher: MIT Press
Date: 1989
Pagination: 248pp
ISBN: 0-262-04100-6
Price: $17.95
NAVSWC Call No: HC110 I52 M34

MANAGERIAL BREAKTHROUGH: A NEW CONCEPT OF THE MANAGER'S JOB
Author: Juran, Joseph M.
Publisher: McGraw-Hill Publishing Company
Date: 1964
ISBN: 0-07-033172-3
Price: $43.95
NAVSWC Library Call No: HD38 J8

MAXIMUM PERFORMANCE MANAGEMENT: HOW TO MANAGE & COMPENSATE PEOPLE TO MEET WORK COMPETITION
Author: Boyett, Joseph G.; Conn, Henry P.
Publisher: Glenbridge Publishing, Ltd.
Date: 1988
Pagination: 300pp
ISBN: 0-944435-03-3
Price: $24.95
NAVSWC Library Call No: HD62.65 B69

OUT OF THE CRISIS
Author: Deming, W. Edwards
Publisher: MIT - Center for Advanced Engineering Study
Date: 1986
Pagination: 507pp
ISBN: 0-911379-01-0
Price: $60.00
NAVSWC Library Call No: HD70 U5 D45 (1982 edition)

PLANNING AND MEASUREMENT IN YOUR ORGANIZATION OF THE FUTURE
Author: Sink, D. Scott; Tuttle, Thomas
Publisher: Industrial Engineering & Management Press
Date: 1989
ISBN: 0-89806-090-7

PRODUCTIVITY PLUS
Author: Belcher, John G.
Publisher: Gulf Publishing Company
Date: 1987
Pagination: 300pp
ISBN: 87201-451-7
Price: $24.95
NAVSWC Library Call No: HD56 B45

QUALITY IS FREE: THE ART OF MAKING QUALITY CERTAIN
Author: Crosby, Philip B.
Publisher: McGraw-Hill Publishing Company
Date: 1979
ISBN: 0-07-014512
Price: $29.95
NAVSWC Library Call No: TS156.6 C76

QUALITY MANAGEMENT HANDBOOK
Author: Walsh, Loren (editor)
Publisher: Marcel Dekker, Inc.
Date: 1986
Pagination: 1016pp
ISBN: 0-8247-7438-8
Price: $75.00
NAVSWC Library Call No: TS156 Q3 Q37

QUALITY WITHOUT TEARS: THE ART OF HASSLE-FREE MANAGEMENT
Author: Crosby, Philip B.
Publisher: New American Library/Plume Books
Date: 1985
Pagination: 320pp
ISBN: 0-452-25658-5
Price: $8.95
NAVSWC Library Call No: TS156.6 C764

TEAM HANDBOOK: HOW TO USE TEAMS TO IMPROVE QUALITY
Author: Scholtes, Peter R.
Publisher: Joiner Associates
Date: 1988
Pagination: 336pp
Price: $35.00

THRIVING ON CHAOS: HANDBOOK FOR A MANAGEMENT RESOLUTION
Author: Peters, Tom
Publisher: Alfred A. Knopf, Inc.
Date: 1987
Pagination: 561pp
ISBN: 0-56784-6
Price: $19.45
NAVSWC Library Call No: HD70 U5 P426

TOTAL QUALITY: AN EXECUTIVE'S GUIDE FOR THE 1990'S
Author: Ernst & Whinney Quality Improvement Consulting Group
Series: APICS Series in Production Management
Publisher: Dow Jones-Irwin
Date: July 1989
Pagination: 185pp
ISBN: 1-55623-188-1
Price: $34.95

TOTAL QUALITY CONTROL
Author: Feigenbaum, Armand, V.
Publisher: McGraw-Hill Publishing Company
Pagination: 768pp
Date: 1983
ISBN: 0-07-020353-9
Price: $58.00
NAVSWC Library Call No: TS156 F44 1988

TOTAL QUALITY CONTROL, ENGINEERING AND MANAGEMENT
Author: Feigenbaum, Armand V.
Publisher: McGraw-Hill Publishing Company
Date: 1961
ISBN: 0-07-020352-0 (Out of Print)
NAVSWC Library Call No: TS156 Q3 F4 1961

TOTAL QUALITY CONTROL IN THE CLINICAL LABORATORY
Author: Dharan, Murali
Publisher: C. V. Mosby Company
Date: June 1977
ISBN: 0-8016-1290-X *(Out of Print)*
Price: $16.95

TOTAL QUALITY MANAGEMENT
Author: Chase, R. L. (editor)
Publisher: Springer-Verlag New York, Inc.
Date: December 1988
Pagination: 255pp
ISBN: 0-387-50344-7
Price: $143.00

TOTAL QUALITY MANAGEMENT
Author: Oakland, J. S. (editor)
Publisher: Springer-Verlag New York, Inc.
Date: 1990
Pagination: 230pp
ISBN: 0-387-51307-8
Price: $79.50

TOTAL QUALITY MANAGEMENT
Author: Oakland, John S.
Publisher: Nichols Publishing Company
Date: September 1989
Pagination: 336pp
ISBN: 0-89397-348-3
Price: $32.50

TOTAL QUALITY MANAGEMENT: AN EXECUTIVE OVERVIEW
Publisher: Federal Quality Institute
Date: 1988
NAVSWC Library Accession No: 902548

TOTAL QUALITY MANAGEMENT IN AMERICAN PUBLIC AND PRIVATE INSTITUTIONS: A SELECTED BIBLIOGRAPHY
Author: Whitehouse, Martha
Publisher: Vance Bibliographies
Date: July 1989
Pagination: 6pp
ISBN: 0-7920-0229-6
Price: $3.00

TOTAL QUALITY PERFORMANCE: HIGHLIGHTS OF A CONFERENCE
Author: Schein, Lawrence (ediotr); Berman, Melissa A. (editor)
Publisher: The Conference Board, Inc.
Series: Report Series No. 909
Date: May 1988
Pagination: 94pp
ISBN: 0-8237-0353-3
Price: $60.00

WHAT IS TOTAL QUALITY CONTROL? THE JAPANESE WAY
Author. Ishikawa, Kaoru
Publisher: Prentice Hall
Date: 1985
Pagination: 215pp
ISBN: 0-13-952433-9
Price: $24.95
NAVSWC Library Call No: TS156 I8313

REPORTS & THESES

TQM (TOTAL QUALITY MANAGEMENT) SPARC (SPECIAL PROCESS ACTION REVIEW COMMITTEES) HANDBOOK
Source: Defense Logistics Services Center, Battle Creek, MI
Date: Aug 1989 73p
DTIC/NTIS File: AD-A217 717
Keywords: management; checkout procedures; continuous processing; formats; handbooks; management training; quality assurance; quality control; continuous process improvement; TQM(Total Quality Management)
Abstract: This document describes the techniques used to support and guide the special process action review committees for accomplishing their goals for Total Quality Management (TQM). It includes concepts and definitions, checklists, sample formats, and assessment criteria.

LET'S JOIN THE QUALITY REVOLUTION
Author: Ziegler, K. R.; Twilley, J. T.
Source: Air War College, Maxwell AFB, AL
Date: May 1989 64p
DTIC/NTIS File: AD-A217 473
Keywords: quality; Air Force; industries; management; operation; supervisors; TQM(Total Quality Management)
Abstract: A "Quality Revolution" is occuring in American industry today prompted, primarily, but the necessity to remain competitive in the world marketplace. The Japanese have led the quality revolution by applying managerial and quality principles learned from Americans such as Dr. W. Edwards Deming, Joseph M. Juran and others. Although taught by these men, American managers did not generally begin applying their principles until the 1980's. In 1987 the Secretary of Defense published direction to all services and defense agencies to begin applying the principles of Total Quality Management (TQM) in their day-to-day operation. Within the USAF, the Air Force Logistics Command has vigorously applied TQM in all aspects of the command. However, very little application of TQM is evident in the other Air Force commands. A suggested application of TQM principles is presented, aimed at the flightline maintenance activity throughout the Air Force.

QUALITY AT A GLANCE
Source: Defense Contract Administration Services Region - St Louis, MO
Date: Jan 1990 33p
DTIC/NTIS File: AD-A217 297
Keywords: quality; management planning and control; quality control, TQM(Total Quality management); statistical processes; commerce; philosophy
Abstract: This document contains summaries of fifteen of the well known books which underlie the Total Quality Management philosophy. Members of the DCASR St Louis staff offer comments and opinions on how the authors have presented the quality concept in today's business environment.

PLANNING AND IMPLEMENTING TOTAL QUALITY MANAGEMENT IN AN AIR FORCE SERVICE ORGANIZATION: A CASE STUDY

Author: Kent, S. H.

Source:Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics

Report No.: AFIT/GCA/LSR/89S-6 Date: Sep 88 98p

Document Type: Master's thesis

DTIC/NTIS File: AD-A216 351

Keywords: Air Force; management; military organizations; military planning; strategic analysis; Total Quality Management(TQM); Air Force acquisition

Abstract: The purpose of this study was to describe and access the design of Air Force Acquisition Logistics Center's (AFALC) strategic plan for implementing Total Quality Management (TQM). Documentation of such implementation methods can provide useful crossfeed to other services organizations attempting similiar efforts. The following research questions were addressed to present the case in a useful context for interpretation: (1) What is TQM and how will it be implemented in AFALC; (2) How can the quality of service organizations be improved and what techniques may be useful for this purpose; (3) How does the environment at AFALC differ from most Air Force organizations implementing TQM and what obstacles must it overcome; (4) How important is strategic planning to the success of implementing programs and what key elements are critical to effective strategic planning; and (5) How can this case study benefit other organizations implementing TQM or another quality program.

OMB (OFFICE OF MANAGEMENT AND BUDGET) QUALITY AND PRODUCTIVITY IMPROVEMENT PROTOTYPE, 1990

Source: Defense Industrial Supply Center, Philadelphia, PA

Date: 1989 94p

DTIC/NTIS File: AD-A216 172

Keywords: quality control; management planning and control;productivity; quality; personnel management; supervisors; motivation; quality circles; Defense Industrial Supply Center; quality management; Total Quality Management

No abstract available.

DESIGN AND IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT IN A CIVIL ENGINEERING SQUADRON

Author: Wertz, R. M.

Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH. School of Systems and Logistics

Report No.: AFIT/GEM/LSM/89S-19 Date: Sep 89 128p

Document Type: Master's thesis

DTIC/NTIS File: AD-A216 129

Keywords: civil engineering; efficiency; participative management; perception; Total Quality Management(TQM); productivity; quality assurance; United States government; quality management; organizational quality

Abstract: This thesis examines and documents Total Quality Management (TQM) in a Civil Engineering squadron to improve quality and productivity of services and goods produced. It was meant to provide a model of TQM implementation, as well as lessons learned, which would be useful to any other governmental organization who desires organizational quality and productivity improvements. In addition to the case study, a "quality questionnaire" survey was administered to employees at all levels to determine quality perception changes which occurred due to the TQM implementation. It was found that, out of 6 main categories measuring quality, 5 of the 6 showed statistically significant improvements in the employees' perceptions of organizational quality. The only category which failed to demonstrate an increase was "internal and external quality results"; however, this could have been expected, since the TQM process improvements have improved quality and efficiency of processes, but not enough time has passed to actually observe significant changes in product quality. TQM stresses employee participation -- something that Japan has been successful with for decades, while actual participative management is still in its infancy in American industrial and governmental functions. This study reported several gains from employee participation in improving all work processes. Indeed, tapping the creative intelligence and expertise of hundreds throughout a field demonstrated the potential to vastly streamline processes, increasing the quality of goods and services produced by the company.

TOTAL QUALITY MANAGEMENT: AN APPLICATION IN A RESEARCH AND DEVELOPMENT LABORATORY

Author: Clark, H. J.
Source:Air Force Human Resources Lab., Brooks AFB, TX
Report No.: AFHRL-TP-89-58 Date: Dec 89 22p
DTIC/NTIS File: AD-A215 808
Keywords: efficiency; feedback; laboratories; lessons learned; long range(time); management planning and control; quality control; Air Force planning; research management; Total Quality Management; TQM(Total Quality Management); research and development; MGEEM(Method For Generating Efficiency And Effectiveness Measures); Total Quality Control; TQC(Total Quality Control)
Abstract: In September 1988, the Air Force Human Resources Laboratory (AFHRL) took initial steps to set up a Total Quality Management (TQM) program in the Laboratory. The implementation procedure used was the Method for Generating Efficiency and Effectiveness Measures (MGEEM). This procedure focuses on satisfying customer requirements, identifying Key Result Areas (KRAs) and tracking progress in those KRAs through Mission Effectiveness Indicators. This report outlines how TQM was implemented in AFHRL, and describes the lessons learned in the process. Lessons learned address: TQM versus Total Quality Control (TQC), applying TQM in an R&D organization, sustaining TQM, process action teams, and the acceptance of MGEEM as a method for implementing TQM. The survey feedback intervention technique, the confrontation meeting, and work teams are recommended for establishing TQM in an R&D organization. The procedures allow both managers and workers to develop a sense of ownership in the TQM process. This in turn increases the likelihood of sustaining the program and insuring its long-term effectiveness.

GUIDE TO QUALITY ASSURANCE INDICATORS FOR THE DEFENSE ELECTRONICS INDUSTRY

Author: Goertz, R. A.
Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics
Report No.: AFIT/GSM/LSM/89S-12 Date: Sep 89 114p
Document Type: Master's thesis
DTIC/NTIS File: AD-A215 630
Keywords: contractors; Department of Defense; electronics industry; management; quality assurance; Total Quality Management(TQM); contract administration
Abstract: The purpose of this study was to provide the inexperienced quality assurance specialist (QAS) with a guide to quality assurance indicators for use when working with contractors in the defense electronics industry. The quality indicators used by two defense industry contractors (ITT and Texas Instruments) with excellent quality programs were studied, as were the indicators used by two of the AFSC product divisions (ESD and ASD) that interface with the defense electronics industry. This research focused on the elements of a MIL-Q-985A quality program required for the complex systems produced by the contractors studied. Quality indicators and observations about quality programs were discussed, presenting the uses, merits, and shortfalls of the elements a QAS might find in an ideal quality program.

IMPORTANCE AND UTILIZATION OF SPECIALIZED COMPETENCE WITHIN A MATRIX ORGANIZATIONAL ENVIRONMENT

Author: Thorn, M. J.
Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics
Report No.: AFIT/GSM/LSY/89S-42 Date: Sep 89 140p
Document Type: Master's thesis
DTIC/NTIS File: AD-A215 625
Keywords: configuration management; quality control; management planning and control; data management; productivity; quality; TQM(Total Quality Management); quality management
Abstract: This thesis explored how the productivity of a configuration and data management division within a matrix organization can be improved and subsequently recommended strategies for increased productivity. A modified Wagner and Morse questionnaire facilitated data collection. Information and ratings were gathered through personal interviews with the configuration and data managers and their respective program managers (matched-pair) concerning specialized competence, aptitude, utilization and importance. Additionally, this study identified situational factors which may serve to increase a configuration and data manager's competence rating. Significant findings of this research were: (1) the configuration and data manager is relatively insignificant when compared to other functional program personnel; (2) there are few sufficiently knowledgeable configuration and data management personnel; (3) the program manager possesses an inadequate understanding of the duties performed by a configuration and data manager; and (4) utilization of a configuration and data manager is unrelated to the individual's competency level.

DESIGN OF A HYPERMEDIA-BASED EDUCATING SYSTEM FOR THE CONSTRUCTION OF KNOWLEDGE

Author: Campelli, C. A.

Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics

Report No.: AFIT/GSM/ENC/89S-3 Date: Sep 89 121p

Document Type: Master's thesis

DTIC/NTIS File: AD-A215 618

Keywords: computers; Department of Defense; learning; management; quality; weapon systems; computer aided education

Abstract: This thesis proposes the design for an educating system which is robust to student variety. The design is founded on educational psychology, with quality principles playing a major role in establishing the design criteria. Since educating is a management-intensive activity, management cybernetics also play a key role in the design. The need for an effective educating system stems from ever-increasing requirements for learning. The Total Quality Management (TQM) program, a Department of Defense (DoD) initiative geared towards providing quality weapon systems, promises to be a learning-intensive endeavor. The Japanese have shown quality requires extensive training and continuous education. For a quality culture to take hold, all DoD members must be educated about quality. In addition, computer technology can play a major role in transforming the DoD. Before the computer can be used effectively, however, workers and managers must be made aware of the possible benefits.

PROJECT MANAGEMENT IN SUCCESSFUL RELIABILITY AND MAINTAINABILITY IMPROVEMENT PROGRAMS

Author: Suchan, D. E.

Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics

Report No.: AFIT/GLM/LSG-89S-62 Date: Sep 89 94p

Document Type: Master's thesis

DTIC/NTIS File: AD-A215 424

Keywords: Air Force; maintainability; management planning and control; reliability; weapon systems; quality control; TQM(Total Quality Management); Total Quality Management)

Abstract: The Air Force regularly is involved in the management of programs to improve the Reliability & Maintainability (R&M) of its weapon systems. Proper management of these programs is critical if the R&M goals established in the program documentation are to be realized when the system is fielded. This research attempts to identify factors related to project management which may contribute to the success of an R&M improvement program. The eight factors studied were based on suggestions made in articles about R&M. They are top-level management support, clearly defined R&M requirements, training in R&M issues, the government-contractor working relationship, assignment of R&M responsibilities within the program office, incorporation of technological advances, use of contract incentives/warranties, and including R&M requirements in the RFP evaluation criteria.

EMPOWERMENT: A STRATEGY FOR INCREASED QUALITY IN AIR FORCE LOGISTICS COMMAND

Author: Krimmer, M. J.

Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics

Report No.: AFIT/GLM/LSR/89S-36 Date: Sep 89 133p

Document Type: Master's thesis

DTIC/NTIS File: AD-A215 372

Keywords: management planning and control; quality control; Air Force Logistics Command; instrumentation; mathematical models; personnel; reliability; test and evaluation; TQM; Total Quality Management; TQM(Total Quality Management); quality management

Abstract: The purpose of this thesis was to develop both an analytical model describing, and an instrument to measure, the behavioral construct of empowerment. The pressing importance of such a model and an instrument to measure this construct, is evident in AFLC's Quality Initiative and in the more widespread perception that American management must change dramatically to restore, or at least regain, the favorable reputation American products and services once enjoyed both at home and abroad. The study provides a brief background on the concepts of self-efficacy and empowerment, detailing their evolution in the psychological and managerial literature. Next follows a proposed model of the empowerment process and an instrument to test the model and measure levels of empowerment among a firm's employees. A discussion of the reliability and validity of both the instrument and the model follows, with attendant analysis of results and conclusions. The study closes with recommended managerial actions to further increase empowerment among an organization's employees.

TOTAL QUALITY MANAGEMENT IN THE DEPARTMENT OF DEFENSE

Author: Springs, B. E.

Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics

Report No.: AFIT/GLM/LSR-89S-57 Date: Sep 89 120p

Document Type: Master's thesis

DTIC/NTIS File: AD-A215 364

Keywords: Air Force; Department of Defense; productivity; management planning and control; quality control; Total Quality Management; TQM(Total Quality Management); quality management

Abstract: Executive Order 12552 challenged all federal agencies to achieve a three percent productivity increase. All agencies have not progressed at the same speed, however. Some agencies may have encountered the same failures and successes without benefit or knowledge that others may have overcome the same stumbling blocks. If managers had a comprehensive document that they could use to identify where other agencies were with TQM implementation, successes, and who the points-of-contact are for each agency, they could share their experiences and make it possible for the entire DoD community to progress more efficiently with TQM implementation. This thesis therefore attempts to develop a description and assessment of the TQM initiatives within the DoD community. It will outline what the responsibilities of quality offices are and the

approaches agencies are taking. The objectives of this research were to identify the early roots of TQM from both public and private sector experiences, to identify DoD agencies and Air Force units and what they are doing to implement TQM, to catalog their successes to date, and to provide points-of-contact for each agency mentioned.

IMPLEMENTATION OF ORGANIZATIONAL CHANGE IN THE AIR FORCE: A CASE STUDY

Author: Taylor, R. D.
Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics
Report No.: AFIT/GLM/LSR-89S-66 Date: Sep 89 85p
Document Type: Master's tesis
DTIC/NTIS File: AD-A215 363
Keywords: Air Force personnel; allocations; Defense systems; manpower; materials; military requirements; tests; planning; productivity; quality assurance; Total Quality Management(TQM); military organizations; organizational structure; organizational effectiveness
Abstract: The ever changing defense environment requires Department of Defense organizations to change and evolve with the mission requirements, while incurring decreased funding and manpower allocations. This research is a study of the total quality management initiatives implemented by the Logistics Operation Center (LOC) and Material Management (MM) organizations within the Headquarters, Air Force Logistics Command. In particular, it addresses the planning tactics employed by LOC and MM when implementing major changes to the organizational structure, hierarchy, and specific areas of organizational responsibility to facilitate total quality management. Currently, a lack of concise mission goals, objective performance evaluation tools, and organizational cohesiveness plague the most recent restructuring of both LOC and MM. Research findings indicate the need to clarify responsibilities, in addition to involving effected personnel in the change process. The value of this study stems from an ongoing research effort at the Air Force Institute of Technology. Recommendations for future research projects include: (1) an investigation of factors that create employee and/or management resistance to change; (2) an inspection of why employees respond differently to given management implementation tactics; and, (3) an investigation of specific employee motivational factors within the Air Force organization.

MANAGING QUALITY AND PRODUCTIVITY IN AEROSPACE AND DEFENSE

Source: Virginia Productivity Center, Blacksburg, VA
Date: Nov 89 195p
Superintendent of Documents, GPO, Washington, DC 20402. PC $15.00.
Microfiche furnished to DTIC and NTIS users
DTIC/NTIS File: AD-A215 186
Keywords: acquisition; quality control; management planning and control; aerospace industry; management; military forces(United States); productivity; TQM; Total Quality Management; TQM(Total Quality Management); quality management

Abstract: This document has been designed to provide management teams and leaders in the aerospace and defense (A&D) contracting community with state-of-the-art and practice concepts, theories, strategies, and techniques relative to quality and productivity management. The document is the product of a five-phase, six-year study funded by the DoD; a multi-disciplinary and diverse group of A&D contractors, academicians, military service acquisition elements of the DoD, and the Defense Systems Management College were involved. A simple, conceptual model around which the document is designed is used to facilitate understanding of the quality and productivity management process. The document begins with challenges facing the A&D contractor community. Next, the importance of the need for visions of the organization of the future are discussed. The document then turns to an innovative and effective way to strategically plan for performance improvement. A conceptual overview of present, emerging, and future improvement strategies and techniques is presented; emphasis is placed on Total Quality Management, the management of participation, and gainsharing, Measurement theory, approaches, and techniques are presented. Reflections on continuous improvement and maintaining excellence end the document. An extensive listing of references and suggested readings are included to facilitate the reader's further study.

VARIABILITY REDUCTION IN THE UNITED STATES AIR FORCE: DEVELOPMENT OF A HANDBOOK

Author: Daunheimer, V. A.
Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics
Report No.: AFIT/GLM/LSM-89S-13 Date: Sep 89 148p
Document Type: Master's thesis
DTIC/NTIS File: AD-A215 074
Keywords: Air Force; costs; Department of Defense; handbooks; life cycles; management; methodology; reliability; TQM(Total Quality Management); quality control; maintainability
Abstract: The focus of this study is on Variability Reduction (V). Specifically, this thesis reviews Air Force policy regarding Variability Reduction, examines Variability Reduction's role in the Department of Defense's Total Quality Management (TQM) initiative including the United States Air Force Reliability and Maintainability 2000 (USAF R&M 2000) Process, and addresses several Variability Reduction methods. The primary objective of the research was to produce a Variability Reduction Process Handbook explaining several of the concepts involved in Variability Reduction, thus providing Air Force managers a better understanding of Variability Reduction methodologies. Additionally, the handbook emphasizes the importance of implementing this aspect of quality. Variability Reduction methods can be applied to selected phases within a system's life cycle and are essential to integrating two seemingly incompatible goals--fielding highly reliable and maintainable, combat capable systems while decreasing development time and reducing production and operational costs. Variability Reduction stresses uniformity around a target value rather than conformance to specification limits. Robust designs make products insensitive to noise, thus improving performance and enhancing reliability.

METHOD FOR IMPLEMENTING QP-4, AN AIR FORCE LOGISTICS COMMAND QUALITY ASSURANCE PROGRAM, IN A BASE LEVEL AIRCRAFT MAINTENANCE ORGANIZATION

Author: Farmer, M. E.
Source: Air Force Inst. of Tech., Wright-Patterson AFB, OH School of Systems and Logistics
Report No.: AFIT/GLM/LSM-89S-20 Date: Sep 89 80p
Document Type: Master's thesis
DTIC/NTIS File: AD-A215 072
Keywords: management planning and control; quality control; Air Force budgets; supervisors; Total Quality Management; TQM(Total Quality Management); quality management
Abstract: The purpose of this thesis was to recommend a method for implementing QP-4, an Air Force Logistics Command Quality Assurance program, in a base level aircraft maintenance organization. There were three objectives related to this study. The first was to provide aircraft maintenance managers with a means to identify the quality management needs in the field. Second was to familiarize maintenance managers with state of the art knowledge concerning the definition of quality, how to measure it, and what comprises a quality assurance program under QP-4. The final objective was to showcase the QP-4 program currently functioning and meeting a good deal of success at the Warner Robins Air Logistics Center. Accomplishing these objectives resulted in a plan to implement QP-4 in a base level organization so that field managers could effectively deal with projected expanding mission requirements along with reductions in resource availability due to budget limitations in a constrained financial future operating environment. Examination of industrial case studies and results of QP-4 implementation at Warner Robins led to the conclusion that the simplicity and versatility of QP-4 would be beneficial to field managers for meeting these future challenges.

PROCEEDINGS OF THE ACQUISITION RESEARCH SYMPOSIUM, HELD IN WASHINGTON, DC, OCTOBER 1989

Source: Defense Systems Management Coll., Fort Belvoir, VA
Date: Oct 89 522p
Document Type: Conference proceeding
DTIC/NTIS File: AD-A214 344
Keywords: acquisition; cost estimates; financial management; human resources; methodology; productivity; quality; planning programming budgeting; incentive contracts; TQM(Total Quality Management); project management
Abstract: This report contains nearly seventy papers presented at the 1989 Acquisition Research Symposium held in Washington, D.C. in October, 1989.

DEFENSE MANUFACTURING MANAGEMENT GUIDE FOR PROGRAM MANAGERS (3rd EDITION)
Author: McCann, T. M. ; Acker, D. D. ; Young, S. G.
Source: Modern Technologies Corp., Dayton, OH
Date: Apr 89 355p
Superintendent of Documents, U.S. Gov't. Printing Office, Washington, DC 20402. PC$17.00, Stock no. 008-020-01169-0. Microfiche furnished to DTIC and NTIS users.
DTIC/NTIS File: AD-A214 341
Keywords: acquisition; computer aided manufacturing; configuration management; Defense systems; Department of Defense; quality; quality assurance; robotics; TQM(Total Quality Management); management planning and control
Abstract: This guide was designed to provide the user with an understanding of, and a basic working familiarity with, the newest and most effective manufacturing management methods used in defense systems acquisition programs today. It is intended that the guide be particularly useful in preparing for and executing the production phase of a defense system program. The guide includes a discussion of DOD policies, directives, methodologies, and practices - along with a list of acronyms and a glossary of terms - applicable to the management of the manufacturing efforts of defense contractors.

INVESTIGATION OF COMPUTER VISION MEHTODS FOR THE BUILDING CONSTRUCTION PROCESS
Author: Wallace, D. J.
Source: Pennsylvania State Univ.. University Park. Dept. of Civil Engineering
Date: 1988 108p
Document Type: Master's thesis
DTIC/NTIS File: AD-A214 188
Keywords: barriers; buildings; computer applications; quality; management; computer graphics; construction; productivity; TQM(Total Quality Management); computer vision
Abstract: The objective of this research was to investigate the feasibility of introducing computer vision methods to the building construction site. The primary use envisioned is direct input of data from a video to the computer for the purpose of productivity analysis. The results of processing actual footage from construction sites and other, existing buildings are described. There are observations made as to the effect of backlighting of the structure, lighting conditions and shadowing, and physical obstructions. Proposals are made as to methods to insure precise repeatable placement of observation cameras. The alternate proposal is translation of images obtained from different camera positions through the use of on-screen reference points. A summary of the physical barriers and technological problems, and suggested courses of action, is provided.

METHODOLOGY FOR GENERATING EFFICIENCY AND EFFECTIVENESS MEASURES (MGEEM): A GUIDE FOR THE DEVELOPMENT AND AGGREGATION OF MISSION EFFECTIVENESS CHARTS

Author: Looper, L. T.
Source: Metrica Inc., San Antonio, TX
Report No.: AFHRL-TR-89-7 Date: May 1989 58p
DTIC/NTIS File: AD-A213 972
Keywords: management planning and control; operational effectiveness; efficiency; charts; quality control; feedback; indicators; management; performance(human); productivity; TQM(Total Quality Management)
Abstract: This paper discusses the development and use of mission effectiveness charts as the primary performance feedback tool in the methodology for generating efficiency and effectiveness measures (MGEEM). Development of performance indicators, and the mission effectiveness charts for each indicator which link levels of performance to effectiveness, is presented in detail. Examples are provided as guides for the MGEEM organizational facilitator. The computation and use of an aggregation correction factor to correct for unequal importance of organizational units are discussed, as is the procedure for aggregating across work centers and higher organizational levels. Aggregation allows managers to derive a single index of performance at any organizational level. Exercises are presented, with suggested solutions as aids to the MGEEM measurement facilitator.

DEVELOPMENT OF A METHODOLOGY FOR QUALITY CONTROL AND ENHANCEMENT IN MANUFACTURING

Author: Elmaghraby, S. E. ; Fathi, Y.
Source: North Carolina State Univ. at Raleigh
Sponsor: Army Research Office, Research Triangle Park, NC
Report No.: ARO-22835.14-MA Date: 11 Sep 89 17p
DTIC/NTIS File: AD-A213 564
Keywords: TQM (Total Quality Management); production system dynamics; Army research; control systems; decision making; dynamics; management planning and control; manufacturing; quality; quality control; reflection; sampling; scheduling; simulation
Abstract: The objective of this research is to establish a methodology for product quality enhancement through advances in parameter design and the recognition of the role of the manufacturing system's dynamical behavior on the variability of the product quality characteristics. In addition, the role of logistical support, especially the planning and scheduling of production, was investigated. The research has introduced several new concepts to the field of quality control, such as the stage loss function, loss function reflection, the role of sampling in the determination of the producer's loss function, the adoption of a quality criterion in process simulation, the modeling via Markov decision processes, and control system optimization via geometric programming. The research has resulted in several findings which have been documented in twenty technical and four progress reports issued throughout the course of the conduct of the research, all of which have been transmitted to the Army Research Office library.

ANNOTATED READING LIST FOR CONCURRENT ENGINEERING
Author: Pennell, J. P. ; Slusarczuk, M. G.
Sponsor: Institute for Defense Analyses, Alexandria, VA
Report No.: IDA-D-571; IDA/HQ-89-034130 Date: Jul 89 58p
Document Type: Bibliography
DTIC/NTIS File: AD-A213 550
Keywords: management; quality; statistical processes; quality control; Department of Defense; productivity; manufacturing; concurrent engineering; design for assembly; TQM(Total Quality Management)
Abstract: The purpose of IDA Document D-571 is to provide an annotated bibliography on concurrent engineering. This document is intended to help the reader who is unfamiliar with concurrent engineering understand the several fields of study involved and also to allow those who are experts in some narrower subject gain an appreciation for work in related topics.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICE REGION), BOSTON IS THE CUSTOMER'S VOICE. TOTAL QUALITY MANAGEMENT
Source: Defense Contract Administration Services Region, Boston, MA
Date: Oct 1989 30p
DTIC/NTIS FIle: AD-A213 446
Keywords: continuous process improvement; Quality improvement prototype nomination; management; management planning and control; quality control; TQM(Total Quality Management); Defense Contract Administration
Abstract: This document contains information concerning actions taken in FY 89 to implement Total Quality Management at Defense Contract Administration Services Region, Boston. Results of Quality Improvement efforts are discussed in detail. Management by planning vision elements which drive the DCASR Boston approach to management are customer focus, process focus and measures of vision attainment. Each of the elements is discussed in depth.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICE REGION), PHILADELPHIA. NOMINATION AS AN OMB QUALITY IMPROVEMENT PROTOTYPE FOR 1990
Source: Defense Contract Administration Services Region, Philadelphia, PA
Date: Sept 89 32p
DTIC/NTIS File: AD-A213 445
Keywords: continuous process improvement; management planning and control; quality control; management; prototypes; recognition; TQM(Total Quality Management); Defense Contract Administration
Abstract: This nomination document prepared by Defense Contract Administration Services Region, Philadelphia summarizes the Total Quality Management actions and successes implemented by DCASR Philadelphia in 1989. It addresses the quality environment, measurement, improvement planning, employee involvement, training, employee recognition, and results of quality improvement efforts.

PRESENTATIONS AT THE INSTITUTE FOR DEFENSE ANSLYSIS CONCURRENT ENGINEERING WORKSHOPS, MAY-JUNE 1988

Author: Slusarczuk, M. M.
Sponsor: Institute for Defense Analyses, Alexandria, VA.
Report No.: IDA-D-572; IDA/HQ-89-34135
Date: Jun 89 558p
DTIC/NTIS File: AD-A213 412
Keywords: military procurement; quality; management; weapon systems; acquisition; Department of Defense; quality control; statistical processes; concurrent engineering; Taguchi methods; TQM(Total Quality Management)
Abstract: The purpose of IDA Document D-572 is to present the unedited viewgraph and handout materials provided by speakers at a series of workshops sponsored by the Institute for Defense Analyses (IDA) in May and June 1988. The workshops were attended by approximately 100 invitees from government, industry, and academia, and examined issues related to concurrent engineering. The workshops served as important input to IDA Report R-338, The Role of Concurrent Engineering in the Wepons System Acquisition Process.

PRACTICE OF STRATEGIC PLANNING IN THE ORGANIZATION OF THE FUTURE

Author: Sink, D. S. ; Monetta, D. J.
Source: Naval Ordnance Station, Indian Head, MD
Report No.: NOS-IHTR-1286 Date: 7 Jun 89 22p
Prepared in cooperation with Virginia Polytechnic Institute and State Univ.
DTIC/NTIS File: AD A213-264
Keywords: management planning and control; quality control; measurement; operation; productivity; sharing; strategic analysis; United States; Naval Ordnance Station; economic indicators; TQM(Total Quality Management); quality management; continuous process improvement
Abstract: The management and operation of business, industry, and government in the United States is being challenged to a degree unprecedented in any other time. It has been suggested that the nation has entered a climacteric, a critical turning point in its economic history. The management choices made today will determine whether the economy will be revitalized or go into steady decline. Books and articles abound offering a variety of prescriptions to deal with the phenomena of continually shrinking markets and a rapidly diminishing competitive position. There is little to fault in such prescriptions as total quality management, gain sharing, quality circles, quality of life improvements, just-in-time inventories, and some of the other interventions to manage change and organizational cultures. Still, too frequently, these seemingly viable interventions have resulted in failure or less than expected gains. The most likely cause of the problem is not the efficacy of the prescriptions, but rather the absence of a catalyst, an activating mechanism, to enhance or accelerate the impact of the interventions. This paper addresses the specific application and adaptation at the Naval Ordnance Station, Indian Head, MD of a strategic planning concept that has evolved over the past three decades.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) PHILADELPHIA. TOTAL QUALITY MANAGEMENT

Source: Defense Contract Administration Services Region, Philadelphia, PA
Date: Jun 89 55p
DTIC/NTIS File: AD-A213 208
Keywords: Continuous process improvement; management planning and control; quality control; Defense Contract Administration Services; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) Philadelphia plan for implementation of TQM. It includes foundations of the DCASR Philadelphia TQM initiative, TQM organization and approach, areas of focus for implementation, and execution and evaluation.

TQM FOCUS FOR THE FUTURE, TOTAL QUALITY MANAGEMENT MASTER PLAN, DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION)

Source: Defense Contract Administration Services Region, Chicago, IL
Date: Jun 89 34p
DTIC/NTIS File: AD-A213 207
Keywords: continuous process improvement; management planning and control; quality control; Defense Contract Administration Services; contract administration; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) Chicago plan for TQM implementation. It includes the TQM concepts, methodology, DCASR Chicago TQM Process Improvement Philosophy, Long-Range TQM Process Improvement and existing TQM initiatives.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) ST. LOUIS TOTAL QUALITY MANAGEMENT MASTER PLAN

Source: Defense Contract Administration Services Region, St. Louis, MO
Date: Jun 89 28p
DTIC/NTIS File: AD-A213 206
Keywords: continuous process improvement; management planning and control; quality control; Defense Contract Administration Services; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) St. Louis plan for implementing Total Quality Management. It includes concepts, methodology, goals, execution activities/plans, process improvement initiatives and training.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) DALLAS TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN
Source: Defense Contract Administration Services Region, Dallas, TX
Date: Jul 89 36p
DTIC/NTIS File: AD-A213 205
Keywords: continuous process improvement; quality control; organizations; management planning and control; statistical processes; training; Defense Contract Administration Services; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) Dallas plan for TQM implementation. It includes organizational structure, goals with milestones and training plan. The training plan portion of the document lists specific courses for training in TQM philosophy, statistical process control and culture change.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) BOSTON, STRATEGIC/TOTAL QUALITY MANAGEMENT MASTER PLAN USING MANAGEMENT BY PLANNING (MBP)
Source: Defense Contract Administration Services Region, Boston, MA
Date: Jun 89 42p
DTIC/NTIS File: AD-A213 185
Keywords: continuous process improvement; management planning and control; quality control; training; Defense Contract Administration Services; TQM(Total Quality Management); quality management; Management by Planning
Abstract: This document discusses the Defense Contract Administration Services Region (DCASR) Boston approach and plan to implement Total Quality Management (TQM). It includes the DCASR Boston vision, management by planning, one-year plan, milestones and training plan. Vision elements and management by planning are discussed in detail.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) NEW YORK, TOTAL QUALITY MANAGEMENT PLAN
Source: Defense Contract Administration Services Region, New York
Date: Jul 89 23p
DTIC/NTIS File: AD-A213 184
Keywords: continuous process improvement; management planning and control; quality control; Defense Contract Administration Services; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) New York plan for TQM implementation. The plan is modeled after the criteria for the Malcolm Baldridge National Quality Award. Tasks to implement each of the award criteria areas are included in the plan. The status of initiatives undertaken to accomplish the tasks are also included.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) LOS ANGELES TOTAL QUALITY MANAGEMENT MASTER PLAN
Source: Defense Contract Administration Services Region, Los Angeles, CA
Date: Jun 89 19p
DTIC/NTIS File: AD-A213 183
Keywords: continuous process improvement; long range(time); management planning and control; quality control; Defense Contract Administration Services; TQM(Total Quality Management); quality management
Abstract: This document contains the Defense Contract Administration Services Region (DCASR) Los Angeles plan for implementation of TQM. It includes TQM concepts, methodology, strategy and milestones. DCASR Los Angeles describes its strategy in near-term, mid-term, and long-term stages.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) ATLANTA TOTAL QUALITY MANAGEMENT (TQM) STRATEGIC PLAN
Source: Defense Contract Administration Services Region, Atlanta, GA
Date: Jul 89 38p
DTIC/NTIS File: AD-A213 182
Keywords: continuous process improvement; management planning and control; models; strategy; teams(personnel); time intervals; Defense Contract Administration Services; TQM(Total Quality Management); quality control
Abstract: This document describes the implementation of TQM by Defense Contract Administration Service Region (DCASR) Atlanta. It includes TQM concepts (vision), methodology, and goals with specific actions and time frames. Appendices to this document include a 'Team Approach Model' and 'Process Improvement Model'.

DCASR (DEFENSE CONTRACT ADMINISTRATION SERVICES REGION) CLEVELAND TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN
Source:Defense Contract Administration Services Region, Cleveland, OH
Date: Jul 89 6p
Keywords: continuous process improvement; management planning and control; quality control; Defense Contract Administration Services; TQM(Total Quality Management); quality management
DTIC/NTIS File: AD-A213 142
Abstract: This document contains a brief plan for implementation of TQM by Defense Contract Administration Services Region (DCASR), Cleveland. It includes concepts, methodology, actions accomplished and approved TOM initiatives.

TQM COORDINATOR AS CHANGE AGENT IN IMPLEMENTING TOTAL QUALITY MANAGEMENT
Author: Johnston, L. W.
Source: Naval Postgraduate School, Monterey, CA
Date: Jun 89 154p
Document Type: Master's thesis
DTIC/NTIS File: AD-A213 051
Keywords: total quality control; methodology; surveys; management planning and control; oganizations; philosophy; quality control; resistance; TQM(Total Quality Management) quality management
Abstract: The implementation of Total Quality Management involves a major change, a paradigm shift, in management philosophy. Implementing TQM requires the use of a change agent to act as a catalyst to change the organization. Interviews with TQM coordinators, and a survey of 143 organizations were done to examine the role of the TQM coordinator. Research identified criteria for selection, and location in the organizational structure. Use of an external consultant in a team concept is examined. Resistance to change and overcoming that resistance are explored. Ways to measure success are discussed.

DEFENSE DEPOT MECHANICSBURG TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN
Source: Defense Depot, Mechanicsburg, PA
Date: Jun 89 9p
Keywords: continuous process improvement; Defense systems; management planning and control; quality control; supply depots; TQM(Total Quality Management); quality management
DTIC/NTIS File: AD-A212 964
Abstract: 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.

DEFENSE DEPOT TRACY TOTAL QUALITY MANAGEMENT PLAN
Source: Defense Depot, Tracy, CA
Date: Jul 89 11p
Keywords: financial management; continuous process improvement; auditing; defense systems; management planning and control; quality control; supply depots; transitions; TQM(Total Quality Management); quality management
DTIC/NTIS File: AD-A212 963
Abstract: This document discusses the implementation of TQM by Defense Depot Tracy. DDTC will focus TQM efforts on customer support, people, depot transition - facilities and programs, quality audits of products and operations, and assets management.

DSAC (DEFENSE SYSTEMS AUTOMATION CENTER) TQM (TOTAL QUALITY MANAGEMENT) IMPLEMENTATION PLAN
Source: Defense Systems Automation Center, Columbus, OH
Date: Jul 89 18p
Keywords: continuous process improvement; automation; defense systems; management planning and control; quality control; Defense Systems Automation Center; TQM(Total Quality Management); quality management
DTIC/NTIS File: AD-A212 962
Abstract: This document discusses the implementation of Total Quality Management. It includes TQM concepts, methodology, goals and strategies, and milestones. DAC's overarching strategic goal is to improve support to the customer.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN: DEFENSE DEPOT, MEMPHIS
Source: Defense Depot, Memphis, TN
Date: Jul 89 48p
DTIC/NTIS File: AD-A212 961
Keywords: continuous process improvement; defense systems; management planning and control; missions; planning; quality control; supply depots; TQM(Total Quality Management); quality management
Abstract: This document discusses the implementation of TQM by Defense Depot Memphis. It includes the depot mission statement, guiding principles, improvement goals, implementation strategy and milestones.

TOTAL QUALITY MANAGEMENT, DLA FINANCE CENTER
Source: Defense Finance Center, Columbus, OH
Date: Jul 89 19p
DTIC/NTIS File: AD-A212 960
Keywords: management planning and control; continuous process improvement; criticality(general); finance; quality control; TQM(Total Quality Management); quality management
Abstract: This document discusses implementation of TQM by DFC. It includes the Finance Center TQM philosophy, roles and responsibilities, tools and strategies, goals and milestones. Two critical components of the DFC TQM philosophy are that employees and customers are the most important links in the chain to success.

DPSC (DEFENSE PERSONNEL SUPPORT CENTER) TOTAL QUALITY MANAGEMENT MASTER PLAN
Source: Defense Personnel Support Center, Philadelphia, PA
Date: Jul 89 37p
DTIC/NTIS File: AD-A212 938
Keywords: quality management; continuous process improvement, Army personnel; defense systems; logistics support; management planning and control; quality control; Defense Personnel Support Center; TQM(Total Quality Management)
Abstract: This document discusses the implementation of TQM by the Defense Personnel Support Center. It contains TQM concepts, methodology for implementation, core goals, and milestones. The ultimate goal of TQM at DPSC is the satisfied, quality equipped, quality supported soldier, sailor, airman and marine.

DRMS (DEFENSE REUTILIZATION AND MARKETING SERVICE) TOTAL QUALITY MANAGEMENT (TQM) IMPLEMENTATION PLAN
Source: Defense Reutilization and Marketing Service, Battle Creek, MI
Date: Jul 89 13p
DTIC/NTIS File: AD-A212 937
Keywords: management planning and control; marketing; problem solving; quality control; Defense Reutilization and Marketing Service; TQM(Total Quality Management); quality management
Abstract: This document discusses the implementation of TQM at the Defense Reutilization and Marketing Service. The purpose of the plan is to provide a structured method to achieve the DRMS vision of pursuing continuous improvement in service provided to the Armed Forces and the public. The document includes guiding principles, goals and guidelines to problem solving.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN: DEFENSE DEPOT, OGDEN
Source: Defense Depot, Ogden, UT
Date: Jul 89 56p
DTIC/NTIS File: AD-A212-936
Keywords: Defense systems; continuous process improvement; process action teams; management planning and control; quality control; supply depots; teams(personnel); TQM(Total Quality Management); quality management
Abstract: This document discusses the implementation of TQM by Defense Depot Ogden. It includes information concerning TQM concepts, methodology for implementing TQM at Ogden, goals for improvement and milestones.

TOTAL QUALITY MANAGEMENT IMPLEMENTING PLAN FOR HUMAN RESOURCE MANAGEMENT
Source: Defense Logistics Agency, Alexandria, VA
Date: Apr 89 27p
DTIC/NTIS File: AD-A212 915

Keywords: continuous process improvement; civilian personnel; commerce; human resources; management planning and control; quality control; resource management; strategy; TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Civilian Personnel TQM implementing plan in the Human Resource Management and Development (HRM/D) function. The plan incorporates the findings, recommendations, objectives and considerations identified through the DLA Personnel Management Futures Program, the DLA strategic Plan, the HRM/D aspects of business area analyses and the research activities of the TQM Working Group. This plan implements the DLA TQM Master Plan with specific milestones for the accomplishment of TQM goals in HRM/D.

TOTAL QUALITY MANAGEMENT OFFICE FOR CONTRACTING INTEGRITY IMPLEMENTATION PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 8p
DTIC/NTIS File: AD-A212 914
Keywords: management planning and control; continuous process improvement; quality control; contract administration; TQM(Total Quality Management);
Abstract: 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 actions regarding contractors and consideration of action under the Gratuities Clause of contracts. TQM methodology, goals and milestones are contained in the document.

DFSC (DEFENSE FUEL SUPPLY CENTER) TOTAL QUALITY MANAGEMENT (TQM) MASTER PLAN
Source: Defense Fuel Supply Center, Alexandria, VA
Date: Jul 89 4p
DTIC/NTIS File: AD-A212 913
Keywords: management planning and control; continuous process improvement; personnel; quality control; fuels; supply depots; training; work; Defense Fuel Supply Center; TQM(Total Quality Management);Quality Management
Abstract: This document briefly discusses TQM implementation by the Defense Fuel Supply Center. It identifies responsibilities and outlines an approach to develop a trained workforce.

DLA-Z TQM (TOTAL QUALITY MANAGEMENT) IMPLEMENTATION PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 5p
DTIC/NTIS File: AD-A212 912
Keywords: continuous process improvement; management planning and control; quality control; information systems; telecommunications; TQM(Total Quality Management); quality management

Abstract: This document is a brief outline of the Office of Telecommunications and Information Systems Total Quality Management implementing plan. It consists of three phases: restructure organization, conduct process analyses, and establish guidelines for conducting continuous process analyses.

DLA-X TOTAL QUALITY MANAGEMENT (TQM) IMPLEMENTATION PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 6p
DTIC/NTIS File: AD-A212 911
Keywords: continuous process improvement; management planning and control; quality control; TQM(Total Quality Management); quality management
Abstract: 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.

TOTAL QUALITY MANAGEMENT PLAN: OFFICE OF INSTALLATION SERVICES AND ENVIRONMENTAL PROTECTION
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 10p
DTIC/NTIS File: AD-A212 910
Keywords: continuous process improvement; military construction program; family housing; base supply; environmental protection programs; management planning and control; military engineering; quality control; TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Installation Services and Environmental Protection TQM implementing plan. The objective of this plan is to install the principles of total quality as an ongoing way of accomplishing all tasks, both internally and with customers and suppliers. The document identifies specific improvement efforts and completion target dates.

DCSC (DEFENSE CONSTRUCTION SUPPLY CENTER) TOTAL QUALITY MANAGEMENT MASTER PLAN
Source: Defense Construction Supply Center, Columbus, OH
Date: Jul 89 51p
DTIC/NTIS File: AD-A212 909
Keywords: continuous process improvement; supply support; defense systems; management planning and control; quality control; efficiency; operational effectiveness; TQM(Total Quality Management) quality management
Abstract: This document discusses the implementation of TQM by the Defense Construction Supply Center. It includes a DSCS 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.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION AT THE DEFENSE TECHNICAL INFORMATION CENTER
Source: Defense Technical Information Center, Alexandria, VA
Date: Sep 89 28p
DTIC/NTIS File: AD-A212 908
Keywords: continuous process improvement; collection and dissemination of TQM reports; Department of Defense; management planning and control; productivity; quality control; Defense Technical Information Center; TQM(Total Quality Management); quality management
Abstract: This document discusses the implementation of TQM by the Defense Technical Information Center. It includes TQM concepts, methodology, goals and milestones. The DTIC plan embraces the principles and supports the goals of the DLA TQM Master Plan, the DLA-S TQM Plan and productivity improvement programs.

OFFICE OF GENERAL COUNSEL TOTAL QUALITY MANAGEMENT PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 27p
DTIC/NTIS File: AD-A212 907
Keywords: continuous process improvement; TQM training; law enforcement; management planning and control; quality control; TQM(Total Quality Management); quality management
Abstract: This document describes the Office of General Counsel TQM implementation plan. The Office of General Counsel will continually look at how legal services and support services are provided in order to meet the changing needs of DLA clients. The document discusses TQM concepts and establishes goals for the Office of General Counsel.

OFFICE OF COMMAND SECURITY TOTAL QUALITY MANAGEMENT PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 5p
DTIC/NTIS File: AD-A212 906
Keywords: TQM(Total Quality Management), DLA Office of Command Security, continuous process improvement, automatic data processing security; automation; instructions; management planning and control; quality control
Abstract: 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.

DISC (DEFENSE INDUSTRIAL SUPPLY CENTER) TQM (TOTAL QUALITY MANAGEMENT) OPERATIONS PLAN
Source: Defense Industrial Supply Center, Philadelphia, PA
Date: Jul 89 9p
DTIC/NTIS File: AD-A212 905

Keywords: continuous process improvements; decision making; management planning and control; quality control; supply depots; TQM(Total Quality Management); quality management; Defense Industrial Supply Center
Abstract: This document represents the continuance of the Defense Industrial Supply Center implementation of Total Quality Management which began in 1986. It outlines how DISC intends to emphasize process improvement through the integration of all TQM initiatives. Quality management at DISC prescribes defining quality through customer expectations, eliminating rework, data driven decision making, and total employee involvement.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN
Source: Defense General Supply Center, Richmond, VA
Date: Jun 1989 25p
DTIC/NTIS File: AD-A 212 904
Keywords: management planning and control; quality; quality control; continuous processing; defense systems; TQM(Total Quality Management); supply support
Abstract: This document discusses the implementation of TQM by the Defense General Supply Center and Defense Depot Richmond. It contains TQM concepts, methodology, goals, milestones and a description of ongoing improvement efforts. The plan establishes short-range (1 year), mid-range (1-5 years), and long-range (5+ years) targets designed to establish TQM as a way of life.

TOTAL QUALITY MANAGEMENT (TQM) MASTER PLAN: CONTRACTING DIRECTORATE (DLA-P)
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 16p
DTIC/NTIS File: AD-A212 903
Keywords: acquisition; continuous process improvement; costs; management planning and control; quality control; military requirements; planning; TQM(Total Quality Management); quality management
Abstract: This document describes the Contracting Directorate TQM implementing plan. It supplements and strongly endorses the DLA TQM Master Plan. The primary goal of the DLA-P TQM implementing plan is to develop a world-class DLA supplier base which will provide a completely dependable source of quality supplies and services at competitive prices to meet U.S. military requirements.

SUPPLY OPERATIONS (DLA-O) TOTAL QUALITY MANAGEMENT (TQM) MASTER PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 3p
DTIC/NTIS File: AD-A212 902
Keywords: TQM (Total Quality Management): supply operations; continuous process improvement; low costs; management planning and control; quality control; TQM(Total Quality Management); quality management

Abstract: This document briefly outlines the DLA Directorate of Supply Operations plan to implement total quality management. It seeks to provide better service to customers at a lower cost through continuous process improvement and commitment from everyone in the organization.

DIPEC (DEFENSE INDUSTRIAL PLANT EQUIPMENT CENTER) TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN

Source: Defense Industrial Plant Equipment Center, Memphis, TN
Date: Jul 89 13p
DTIC/NTIS File: AD-A212 901
Keywords: management planning and control; continuous process improvement; quality control; TQM(Total Quality Management); quality management; Defense Industrial Plant Equipment Center
Abstract: This document outlines the Defense Industrial Plant Equipment Center's, concept and strategy for implementing TQM at all levels within the Command. It includes a methodology for implementation, TQM goals and milestones.

DESC (DEFENSE ELECTRONICS SUPPLY CENTER) TOTAL QUALITY MANAGEMENT PLAN

Source: Defense Electronics Supply Center, Dayton, OH
Date: Apr 89 24p
DTIC/NTIS File: AD-A212 900
Keywords: quality control; continuous process improvement; training; management planning and control; electronic equipment; supply depots; TQM(Total Quality Management); quality management; Defense Electronics Supply Center
Abstract: This document discusses the implementation of TQM at the Defense Electronics Supply Center. It includes TQM concepts, methodology, goals and milestones.

TOTAL QUALITY MANAGEMENT IMPLEMENTING PLAN: OFFICE OF POLICY AND PLANS

Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 8p
DTIC/NTIS File: AD-A212 872
Keywords: policies; continuous process improvement; management planning and control; quality control; TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Policy and Plans Total Quality Management implementing plan. The Office of Policy and Plans is approaching TQM implementation in two dimensions. The Office will ensure that Agency-wide programs reflect the TQM philosophy and produce tangible results. Within this Office, implementation will focus on process improvement.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN: DLA-N
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 3p
DTIC/NTIS File: AD-A212 871
Keywords: quality control; continuous process improvement; management planning and control; TQM(Total Quality Management); quality management
Abstract: This document is an outline of the Defense National Stockpile Center's plan to implement TQM. It identifies an implementing approach consisting of five parts: Develop TQM orientation and training, form TQM working groups, identify processes to study, implement solutions, and recycle.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN FOR MILITARY PERSONNEL MANAGEMENT
Source: Defense Logistics Agency, Alexandria, VA
Date: Sep 89 5p
DTIC/NTIS File: AD-A212 870
Keywords: management planning and control; continuous process improvement; military personnel; office personnel; quality control; teams(personnel); TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Military Personnel's plan for implementing TQM. The Office of Military Personnel will provide TQM orientation for each of its personnel and form process action teams to analyze and improve existing processes.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION PLAN OF THE DLA (DEFENSE LOGISTICS AGENCY) OFFICE OF COMPTROLLER
Source: Defense Logistics Agency, Alexandria, VA
Date: Jun 89 16p
DTIC/NTIS File: AD-A212 869
Keywords: process improvement; management planning and control; quality control; participative management; recognition; employee relations; TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Comptroller TQM implementing plan. It includes TQM concepts, structure and methodology, goals, and milestones for implementation. The five goals contained in this document pertain to process improvement, participatory management/employee involvement, training and development, employee recognition and permeation of TQM.

TOTAL QUALITY MANAGEMENT PLAN: OFFICE OF PUBLIC AFFAIRS
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 15p
DTIC/NTIS File: AD-A212 868
Keywords: TQM publicity; communication; continuous process improvement; cooperation; management planning and control; quality control; teams(personnel); TQM(Total Quality Management); quality management

Abstract: This document describes the Office of Public Affairs TQM implementing plan. It includes a description of three concepts considered vital to TQM as it applies to DLA's Public Affairs program: Our customers are our first concern, precise measureable goals and teamwork. The document includes Public Affairs TQM goals and a methodology for accomplishment.

TOTAL QUALITY MANAGEMENT: DIRECTORATE OF CONTRACT MANAGEMENT MASTER PLAN
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 18p
DTIC/NTIS File: AD-A212 867
Keywords: continuous improvement; personnel training; contract administration; personnel development; management planning and control; policies; quality control; TQM(Total Quality Management); quality management
Abstract: This document describes the Directorate of Contracting Management Total Quality Management implementing plan. It includes a description of the TQM concept, the structure established to complement TQM and goals established by the Directorate of Contract Management to implement TQM. TQM goals within the directorate focus on three primary areas: TQM training, harmonizing contract management policies and procedures with the TQM philosophy, and enhancing communication and feedback.

TOTAL QUALITY MANAGEMENT PLAN: OFFICE OF CONGRESSIONAL AFFAIRS
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 5p
DTIC/NTIS File: AD-A212 866
Keywords: continuous process improvement; quality control; management planning and control; TQM(Total Quality Management); quality management
Abstract: This document describes the DLA Office of Congressional Affairs Total Quality Management implementing plan. The plan emphasizes five areas: Customer relations, processes, measurement, awards, and training. The plan also includes specific improvement goals and milestones.

TOTAL QUALITY MANAGEMENT IMPLEMENTING PLAN: OFFICE OF SMALL AND DISADVANTAGED BUSINESS UTILIZATION
Source: Defense Logistics Agency, Alexandria, VA
Date: Jul 89 8p
DTIC/NTIS File: AD-A212 865
Keywords: small business program; continuous process improvements; management planning and control; quality control; TQM(Total Quality Management); quality management

Abstract: This document describes the Office of Small and Disadvantaged Business Utilization plans for implementing TQM. It contains a brief discussion of TQM concepts, methodology for implementation and goals. In addition to focusing on internal improvements, DLA-U will provide TQM information to potential small and disadvantaged businesses as part of their implementation efforts.

TOTAL QUALITY MANAGEMENT PLAN: TECHNICAL AND LOGISTICS SERVICES

Source: Defense Logistics Agency, Alexandria, VA
Date: May 89 29p
DTIC/NTIS File: AD-A212 864
Keywords: continuous process improvement; management planning and control; quality control; logistics; test and evaluation; TQM(Total Quality Management)
Abstract: This document describes the TQM plan for DLA Technical and Logistics Services. As a quality provider of technical and logistics services, the Directorate will implement TQM initiatives at Headquarters DLA and at functional counterparts in the Field. The plan requires continuous assessment of customer needs and a systematic evaluation of the processes performed that contribute to customer satisfaction.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION STRATEGY: DIRECTORATE OF QUALITY ASSURANCE

Source: Defense Logistics Agency, Alexandria, VA
Date: May 89 56p
DTIC/NTIS File: AD-A212 863
Keywords: continuous process improvement, facilitator qualifications; management planning and control; quality control; TQM(Total Quality Management); quality management
Abstract: This document describes the Directorate of Quality Assurance strategy for implementing TQM. It includes information concerning TQM concepts,methodology for implementation, goals and execution. The primary goal of the DLA-Q implementation strategy is to focus on doing the job right the first time, on time, everytime, and continually improving the way we do that job.

DLSC (DEFENSE LOGISTICS SERVICES CENTER) TOTAL QUALITY MANAGEMENT PLAN

Source: Defense Logistics Services Center, Battle Creek, MI
Date: Jun 89 56p
DTIC/NTIS File: AD-A212 801
Keywords: continuous process improvement; logistics information; process analyses; defense systems; management planning and control; quality; management information systems; supplies; Total Quality Management; Defense Logistics Services Center
Abstract: This document discusses the implementation of Total Quality Management (TQM) by Defense Logistics Services Center (DLSC). It includes TQM concepts, methodology, goals, milestones and a description of ongoing improvement efforts.

DLCS has identified three necessary elements to apply the TQM philosophy: (1) mission, plans and goals; (2) processes, cost and measures; (3) customers and suppliers. The DLSC TQM approach addressed two distinct quality concerns - continuous process improvement and adherence to regulatory guidance.

EDUCATION AND TRAINING STRATEGY FOR TOTAL QUALITY MANAGEMENT IN THE DEPARTMENT OF DEFENSE

Author: Greebler, C. S.; Suarez, J. G.
Source: Navy Personnel Research and Development Center, San Diego, CA
Report No.: NPRDC-TN-89-28 Date: Jul 89 56p
DTIC/NTIS File: AD-A211 942
Keywords: awareness; Department of Defense; education; management personnel; quality; training; work; TQM(Total Quality Management)
Abstract: The purpose of this strategy is to provide broad guidelines for planning and coordinating a Total Quality Management (TQM) education and training for the Department of Defense (DoD) work force. The strategy is organized around short-, mid-, and long-range goals. It also describes resources available to DoD training developers and managers who will subsequently be responsible for TQM education and training of their own work forces. Included in this strategy is a description of the educational requirements for a TQM awareness program directed at senior-level and mid-level managers. A methodology for training development is also proposed.

CONTINUOUS IMPROVEMENT PROCESS: PRINCIPLES AND PRACTICES

Author: Mansir, B. E.; Schacht, N. R.
Source: Logistics Management Inst., Bethesda, MD
Report No.: LMI-IR806R1 Date: Jul 89 250p
DTIC/NTIS File: AD-A211 911
Keywords: quality, management, improvement, TQM, continuous improvement, process improvement; cooperation; dynamics; morale; productivity; quality; survival(general); teams(personnel); management planning and control
Abstract: The Continuous Improvement Process (CIP) is a means by which an organization creates and sustains a culture of continuous improvement. The organization deliberately seeks to create a positive and dynamic working environment, foster teamwork, apply quantitative methods and analytical techniques, and tap the creativity and ingenuity of all its people. Collective effort is focused to better understand, meet internal and external customer needs and to continuously increase customer satisfaction. Employing CIP in an organization can substantially improve the quality of its services or products, increase productivity, and reduce costs across a broad spectrum of systems, products, and services. A few of the major companies that now use and proclaim their commitment to CIP-related management technologies are Phillips, Ford, Xerox, IBM, Hewlett-Packard, Toyota, Honda, Boeing, Chrysler, and Texas Instruments. In the public sector, DoD has instituted a continuous improvement initiative called Total Quality Management. These and other organizations that are committed to a continuous improvement philosophy report substantial improvements in quality, productivity, throughput, and employee morale, with significant reductions in cost, errors, leadtimes, waste, and customer complaints. The consensus among CIP-oriented companies is that these technologies are the key to their long-term competitiveness and survival.

ORGANIZATION DEVELOPMENT: CONCEPT, PROCESS, AND APPLICATIONS IN THE DEPARTMENT OF DEFENSE

Author: Clark, H. J.
Source: Air Force Human Resources Lab., Brooks AFB, TX
Report No.: AFHRL-TP-88-60 Date: Apr 89 22p
DTIC/NTIS File: AD A208 246
Keywords: management, organization development, quality control, total quality management; Army personnel; Air Force personnel; Department of Defense; intervention; management planning and control; personnel retention; operational effectiveness; personnel management; program effectiveness
Abstract: This paper describes the values, methodology, and effectiveness of Organization Development (OD), especially in the Department of Defense. General conditions for the success or failure of OD are discussed, and specific intervention techniques are reviewed. OD programs most likely to succeed focus on the whole organization, and are task-oriented, supported by top-level management, and based on the Team Building intervention technique. Applications of OD in the Air Force and the Army have been successful in short run, but have not been sustained because of declining management support and personnel turnover.

STRATEGY FOR EDUCATING THE DEPARTMENT OF DEFENSE ACQUISITION WORK FORCE IN TOTAL QUALITY MANAGEMENT

Author: Greebler, C.; Suarez, G.
Source: Navy Personnel Research and Development Center, San Diego, CA
Report No.: NPRDC-TN-89-19 Date: Apr 89 53p
DTIC/NTIS File: AD-A208 222
Keywords: quality, Deming, acquisition training; defense systems; education; instructions; management planning and control; strategy; management training; quality; supervisors; training; Total Quality Management; Department of Defense; military procurement
Abstract: The purpose of this strategy is to provide broad guidelines for planning and coordinating a Total Quality Management (TQM) education and training program for the DoD acquisition work force. The strategy is organized around long-, mid-, and short-term goals. It also describes resources available to DoD training developers and managers who will subsequently be responsible for TQM education and training of their work force. Included in this strategy is a description of the educational requirements for a TQM awareness program directed at senior-level managers and general managers. A methodology for training development is also proposed.

TOTAL QUALITY MANAGEMENT IMPLEMENTATION: SELECTED READINGS

Author: Greebler, C. S.; Suarez, J. G.
Source: Navy Personnel Research and Development Center, San Diego, CA
Report No.: NPRDC-TN-89-17 Date: Apr 89 261p
DTIC/NTIS File: AD-A208 155
Keywords: case studies; management planning and control; Department of Defense; human resources; logistics; Naval personnel; Naval research; organizations; posture(general); production; supervisors; Total Quality Management

Abstract: Total Quality Management (TQM) is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. By definition, TQM is the application of quantitative methods and human resources to improve (1) the materials and services supplied to an organization, (2) all the significant processes within an organization, and (3) the degree to which the needs of the customers are met, now and in the future. TQM was first applied in the Department of Defense (DoD) in the early 1980's in a few logistic field activities. In 1987, its use began to rapidly expand with the advent of support from the Office of the Assistant Secretary of Defense for Production and Logistics (OASD (P&L)) (TQM/IPQ). TQM is now one of DoD's primary initiatives. In 1988, in response to the publication of a Department of Defense statement entitled DoD Posture on Quality, managers began to ask for information and examples of TQM implementation. To meet that request, OASD (P&L) asked the Organizational Systems Department of the Navy Personnel Research and Development Center to prepare a compilation of readings and case studies to assist managers in implementing TQM. For ease of presentation, the various articles have been organized into four sections: Management and Leadership Focus (Section 1), Guidelines for the Development of TQM (Section 2), Quality Improvement Strategy (Section 3), and Case Studies: Special Applications of TQM (Section 4).

COST OF QUALITY EVALUATION METHODOLOGIES HANDBOOK

Author: Grunewald, William J.; Wikstrom, Donovan C.; Simon, Robert; Cance, William
Source: Wallace and Company, Fairborn, OH
Date: Jul 1988 237p
DTIC/NTIS File: AD-A206 935
Keywords: handbooks; cost analysis; quality assurance; auditing; management; operation; quality; teams(personnel); test and evaluation
Abstract: The purpose of the handbook is to function as an aid to the understanding of the concept of cost of quality and its value as a management tool. Individuals who are not a part of a quality assurance organization must recognize that there are activities which go on in their area of interest that are indeed part of the total cost of quality for an organization. This handbook is designed to be used by people involved with proposal evaluation, fact finding, should cost, quality audits, contractor operation reviews, source selection, pre-award surveys, or any review effort in which visibility into what the government is paying for quality would be useful. All disciplines have a share in the cost of quality. The quality representative involved in a particular review would be the focal point for overall cost of quality evaluation results. But each of the other team members must find the cost of quality in their specific area, evaluate the cost, and make input to the quality designed to enable each participant team member to accomplish that task in support of the overall cost of quality effort.

LESSONS LEARNED FROM THE IMPLEMENTATION OF TOTAL QUALITY MANAGEMENT AT THE NAVAL AVIATION DEPOT, NORTH ISLAND, CA

Author: Warmington, J. A.
Source: Naval Postgraduate School, Monterey, CA
Date: Dec 88 61p
Document Type: Master's thesis
DTIC/NTIS File: AD-A206 442

Keywords: case studies, Deming's management principles, statistical process control; defense systems; installation; management; military organizations; Naval aviation; productivity; quality control; production control; lessons learned; TQM(Total Quality Management); Naval Aviation Depot(San Diego)
Abstract: Total Quality Management (TQM) has been presented as a way to improve productivity at Department of Defense installations. There are many obstacles to the successful implementation of TQM in a military organization. This thesis defines TQM. It documents the implementation of TQM at the Naval Aviation Depot, North Island, San Diego, California. It presents the lessons learned during the implementation, recommendations for further implementation and demonstrates that any organization can benefit from TQM philosophies.

TOTAL QUALITY MANAGEMENT MASTER PLAN

Source: Defense Logistics Agency, Alexandria, VA.
Date: Jan 89 58p
DTIC/NTIS File: AD-A204 468
Keywords: management planning and control; management training; control; management; personnel; problem solving; quality; statistical processes
Abstract: The document describes the concept of Total Quality Management. The Total Quality Management (TQM) concept is: A systematic process for improving products and services; A structured, disciplined approach to identifying and solving problems; A participatory work style, conveyed by management actions and commitment, which harnesses the creativity and ideas of all employees; Long term; Supported by Statistical Process Control; Practiced by each and every employee.

THE ROLE OF CONCURRENT ENGINEERING IN WEAPONS SYSTEM ACQUISITIONS

Author: Winner, R. I.; Pennell, J. P.; Bertrand, H. E.; Slusarczuk, M. M.
Source: Institute for Defense Analyses, Alexandria, VA
Report No.: IDA 88-033529 Date: Dec 1988 186p
DTIC/NTIS File: AD-A203 615
Keywords: concurrent engineering; Total Quality Management; competitiveness; military procurement; weapon systems
Abstract: The purpose of this IDA report is to document the results of a study made by the Institute for Defense Analyses (IDA) for the Department of Defense to assess claims of improved competitiveness in the commercial industrial base resulting from the use of concurrent engineering. IDA reviewed published documentation on concurrent engineering and its implementation.

TOTAL QUALITY MANAGEMENT PROCESS IMPROVEMENT MODEL

Author: Houston, A.; Dockstader, S. L.
Source: Navy Personnel Reseearch and Development Center, San Diego, CA
Report No.: NPRDC-TR-89-3 Date: Dec 88 73p

DTIC/NTIS File: AD-A202 154
Keywords: statistical process control, process analysis, Total Quality Management, Deming, quality management boards, 'Plan-do-check-act' cycle; control; Management; Naval logistics; military organizations; productivity; quality; statistical processes; performance(human); quality control; models
Abstract: The purpose of this report was to enhance the quality and productivity performance of naval logistics organizations through the application of a process improvement model. The process improvement model represents a systematic approach for the analysis and improvement of operations and resources used to create products or services. The present report describes the activities required to use the model.

INTRODUCTION TO QUALITY MANAGEMENT: SELECTED READINGS

Author: Goldberg, E.; Hulton, V.; Konoske, P.; Monda, M.
Source: Navy Personnel Research and Development Center, San Diego, CA
Report No.: NPRDC-TN-87-23 Date: May 87 204p
Keywords: quality control; management; quality; Naval aviation; supervisors; case studies; Naval logistics; productivity TQM(Total Quality Management)
DTIC/NTIS FILE: AD-A181 325
Abstract: This document is intended for the classroom as an aid in orienting managers at Navy logistics and maintenance establishments to the basic concepts of total quality management (TQM). Through the kind permission of a number of publishers, we have been able to reproduce here some key articles about TQM. It is not the intent of this technical note to provide a comprehensive study of quality management, but rather to aid in planning for an implementation of the Deming approach to TQM. Although the Navy aviation community chose the Deming approach to quality management, as reflected in the selected readings, other approaches are possible. The report is comprised of four parts. Section 1 consists of articles that present an overview of quality management, its background and general concepts. The sequence of articles was chosen to first present what quality management is, how it has been successfully implemented in Japan, and the impact of Japan's success on gaining the competitive edge. Once these philosophical matters have been explored, the implementation strategies and practices are treated (Section 2). Section 3 reports on case studies of various organizations. Each article is preceded by a summary. Section 4 lists other relevant publications produced by NPRDC.

ASSESSMENT OF ASPECTS OF AN ORGANIZATION IMPORTANT TO THE IMPLEMENATION OF A QUALITY IMPROVEMENT EFFORT

Author: Sheposh, John P.; Shettel-Neuber, Joyce
Source: Navy Personnel Research and Development Center, San Diego, CA
Report No.: NPRDC-TR-87-12 Date: Dec 1986 81p
DTIC/NTIS File: AD-A175 299
Keywords: quality control; management planning and control; systems analysis; management; supervisors; test and evaluation; total quality control

Abstract: An assessment that considered the work process, management system, and characteristics of the individual job was conducted at a Naval Air Rework Facility that is presently implementing an organization-wide quality control effort. The research was designed to assess aspects of the organization likely to promote or inhibit such an effort. Two questionnaires were designed, one to determine the nature of the management system, as perceived by four levels of managers, and one to measure job characteristics and impediments, as perceived by nonsupervisory personnel and the first-line supervisors. The managerial system was characterized by a moderate amount of cooperative teamwork and some subordinate input, but it fell short of a system where ideas and methods of process control are communicated readily and accurately. At the individual job level, the majority of impediments to optimal performance were found to be management system problems. The results provide a picture of the state of the organization in terms of the quality improvement effort at the time of the assessment as well as information useful in planning and guiding the effort over time.

TOTAL QUALITY MANAGEMENT GUIDE: VOLUME I - FEATURES OF THE DOD IMPLEMENTATION (DRAFT)
Source: Emhart ATI, Reston, VA
Sponsor: Office of the Deputy Assistant Secretary of Defense for Logistics, Washington, DC.; Office of Personnel Management, Washington, DC Training Management Assistance Branch
Report No.: DOD-5000.51-G (Draft) Date: Feb 90
Keywords: management; quality control; quality assurance; management planning; cost effectiveness; organization; schedules; performance evaluation; education
Abstract: The guide provides information to facilitate Total Quality Management (TQM) implementation. TQM is a managed process of continuous improvement. It calls for cultural change in an organization through instituting a broader vision of management encompassing improvement of every process critical to organizational success. The improved performance is directed toward satisfying such cross-functional goals as quality, cost, schedule, and technical performance. TQM integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on continuous process improvement. The activities focus on providing customer/users with products and services that consistently meet their needs a: ' expectations. Each TQM element is institutionalized by implementing a structured approach to continuous process improvement through training at each level, starting with top management. Essential TQM elements include: obtaining management commitment; establishing a steering group and/or focal point to provide direction and control of the improvement activities; and providing training of personnel.

TOTAL QUALITY MANAGEMENT GUIDE: VOLUME II - A GUIDE TO IMPLEMENTATION (DRAFT)
Source: Emhart ATI, Reston, VA
Sponsor: Office of the Deputy Assistant Secretary of Defense for Logistics, Washington, DC.; Office of Personnel Management, Washington, DC Training Management Assistance Branch
Report No.: DOD-5000.51-G (Draft) Date: Feb 90

Keywords: management; quality control; quality assurance; management planning; cost effectiveness; organization; schedules; performance evaluation; education
Abstract: The guide provides information to facilitate Total Quality Management (TQM) implementation. TQM is a managed process of continuous improvement. It calls for cultural change in an organization through instituting a broader vision of management encompassing improvement of every process critical to organizational success. The improved performance is directed toward satisfying such cross-functional goals as quality, cost, schedule, and technical performance. TQM integrates fundamental management techniques, existing improvement efforts, and technical tools under a disciplined approach focused on continuous process improvement. The activities focus on providing customer/users with products and services that consistently meet their needs and expectations. Each TQM element is institutionalized by implementing a structured approach to continuous process improvement through training at each level, starting with top management. Essential TQM elements include: obtaining management commitment; establishing a steering group and/or focal point to provide direction and control of the improvement activities; and providing training of personnel.

DEPARTMENT OF THE NAVY TOTAL QUALITY MANAGEMENT (TQM) IMPLEMENTATION PLAN

Source: Department of the Navy
Date: 1988
Keywords: TQM(Total Quality Management); Department of the Navy; acquisition; implementation
Abstract: This plan replaces the Department of the Navy (DON) Total Performance Improvement Action Plan issued 29 August 1988. Appendix A, Background, describes the evolution of DON improvement efforts over the past several years from "Productivity" improvement through "Total Performance" improvement to a recognition that Total Quality Management offers the greatest potential for continuous performance improvement over the long term. Apendices B and C restate and incorporate DON Total Performance Improvement goals as an initial part of this plan to support and reinforce TQM implementation.

TOTAL QUALITY MANAGEMENT MASTER PLAN

Source: Department of Defense
Date: August 1988
Keywords: TQM(Total Quality Management); Department of Defense; strategy; methodology; goals; action; concept; continuous improvement
No abstract available

MISCELLANEOUS PUBLICATIONS

CHANGING THE FUNDEMENTAL ACQUISITION PROCESS

Source: Defense Issues, V4 N29
Document Type: Newsletter article
Keywords: quality; organizational culture; acquisition process; Total Quality Management; Department of Defense; problems; defense industry
Abstract: Remarks by Under Secretary of Defense (Acquisition) John A. Betti, Fourth Annual Quality Improvement Symposium, Dayton, Ohio, September 12, 1989.

WHAT'S SUP - SPECIAL EDITION (NAVAL SUPPLY SYSTEMS COMMAND)

Source: What's SUP - Special Edition, June 1989
Document Type: Newsletter article
Keywords: TQM(Total Quality Management); Naval Supply Systems Command; quality; management; productivity
Abstract: This issue contains the following articles: (1) Our Commitment to Total Quality Management (2) TQM - Questions & Answers (3) Several NAVSUP Field Activities Already Have TQM-Related Initiatives (4) Views You Can Use (5) Total Quality Management at NSC San Diego (6) Tools You Can Use (7) NSC Oakland: The Quality Improvement Process (8) TQM in the Naval Aviation Community (9) Productivity-Enhancing Capital Investment and (10) TQM Benchmark Matrix.

DOD IMPLEMENTS TOTAL QUALITY MANAGEMENT

Source: News Release - Office of Assistant Secretary of Defense, August 18, 1988
Document Type: News Release
Keywords: Total Quality Management; Department of Defense; implementation; quality; principles
No abstract available

TQE (TOTAL QUALITY ENVIRONMENT) STARTS WITH ME

Source: TQM Message, January/February 1990, p2
Document Type: Newsletter article
Keywords: Total Quality Management; Naval Publications and Forms Center; quality; management; employee involvement; training
Abstract: This issue also contains the following articles: (1) PEER-ing (Productivity Enhancements, Efficiencies, and Rewards) Into The 90's (2) Secretary of Defense Productivity Excellence Awards and (3) DOD TQM Focal Points/DOD TQM Points of Contact.

USD(A) ON TOTAL QUALITY MANAGEMENT (TQM)
Author: Betti, John A.
Source: TQM Message, November 1989, p1
Document Type: Newsletter article
Keywords: Total Quality Management (TQM); Department of Defense; industry; quality; Under Secretary of Defense for Acquisition; acquisition
Abstract: This issue also contains the following articles: (1) Crosby Speaks at TQM Briefing (2) What is IQUE (In-Plant Quality Evaluation)? and (3) Florida Power and Light (FPL) Wins Deming Prize.

QUALITY IMPROVEMENT PROTOTYPE - NAVAL AVIATION DEPOT, CHERRY POINT, NORTH CAROLINA
Source: Office of Management and Budget
Document Type: Case Study
Keywords: Total Quality Management; implementation; productivity; quality; Naval Aviation Depot; management; employee involvement
Abstract: This case study of Total Quality Management at Cherry Point is being provided so we can learn from the approaches used and emulate the actions taken. The Naval Aviation Depot, Cherry Point provides a fine example of how to make the government work better for the people it serves.

QUALITY AS A MEANS TO IMPROVING OUR NATION'S COMPETITIVENESS
Source: House Republican Research Committee, Task Force on High Technology and Competitiveness
Date: July 12, 1988
Document Type: Research Committee Paper
Keywords: quality; competitiveness; Office of Management and Budget; Total Quality Management; productivity; management; improvement
Abstract: This paper explains the "quality" management philosophy and the cost of poor qualilty, showcases American companies which have flourished by adopting quality principles, and reviews the potential for leadership and legislation to make our work environment (in government as well as industry) more conducive to achieving quality in America's industry and government.

TQM SEEN INCREASING EW SPEED
Author: Lt. General Mike Loh
Source: Defense Daily, 3 May 1990, p192
Document Type: Newsletter article
Keywords: Total Quality Management
Abstract: Loh, in a speech to the SAE Aerospace Atlantic Conference, said lack of speed is a chief problem in the U. S. electronic warfare effort. "That was the problem with the ASPJ, we took so long to develop it by the time it was ready the threat had changed, so we cancelled it."

DOUGLAS AF REP HITS TOTAL QUALITY MANAGEMENT AT LONG BEACH

Source: Aerospace Daily, 4 June 1990, V154N45, p374-375
Document Type: Newsletter article
Keywords: Total Quality Management; product quality; Air Force; Douglas Aircraft; United States; aircraft
Abstract: Douglas Aircraft (Long Beach, CA) implementation of Total Quality Management has been slammed by its senior US Air Force plant representative, Col Kenneth Tollefson, in a recent edition of Quality Times, employee publication for the McDonnell Douglas unit. Tollefson expressed his discontent, and that of the USAF, with how TQM has been put into effect at Long Beach and its impact on the year-behind-schedule C-17 airlifter program; and said Douglas is not ready for the TQM organization, which requires intense vertical and horizontal interaction.

CALIFORNIA OFFERING TQM TRAINING TO AEROSPACE SUPPLIERS

Source: Aerospace Daily, 4 May 1990, V154N25, p204-205
Document Type: Newsletter article
Keywords: Total Quality Management; Military Training Support Services; obligations; expenditures
Abstract: Up to $20 mil/yr will be spent on Total Quality Management (TQM) training by a group of California state agencies. Designed for employees of small aerospace suppliers, the California Supplier Improvement Program (SIP) was launched after Boeing, Douglas Aircraft and Rockwell each sought assistance to expand TQM programs to their suppliers. Boeing, Douglas and Rockwell are 3 of California's biggest aerospace prime contractors. Areas to be covered by the program include computer-aided enterprise, just-in-time procurement, and statistical process control.

TEXAS INSTRUMENTS (TI) SITE SELECTED FOR DOD QUALITY PROGRAM

Source: Defense Daily, 26 January 1990, p138
Document Type: Newsletter article
Keywords: Total Quality Management; planning; information; United States; Military Quality Assurance Support Services; Dept/Ministry of Defense
Abstract: Texas Instruments Weapons Systems has been selected by the Defense Logistics Agency (DLA) to be the first DLA monitored site under the Defense Department's Exemplary Facility program on a pilot basis. The program, which is one element of DOD's Total Quality Management (TQM) initiative, "represents a new approach to government monitoring of defense contractor quality operations. Its objective is to improve the ability of the DOD to obtain quality weapon systems at a reasonable cost," Harold Rumph, a quality director with DLA said. Rumph said that the TI facility was chosen because of its "outstanding record on the HARM missile program." (THIS IS THE FULL TEXT)

DOD CONTEMPLATING REWARDS FOR OUTSTANDING CONTRACTORS
Source: Defense Daily, 22 January 1990, p97
Document Type: Newsletter article
Keywords: Total Quality Management; defense procurement; General Services
Abstract: The Defense Department is looking into possible options for rewarding defense contractors that consistently produce on time and within cost, John B. Todaro, DOD deputy director for TQM, said last week. One options, Todaro tells Defense Daily, would be to give these contractors an edge during source selection. "It won't mean they are given a contract outright," he stressed. (THIS IS THE FULL TEXT)

COMMERCIAL PRODUCT USE
Source: Defense Daily, 13 November 1989
Document Type: Newsletter article
Keywords: Total Quality Management; defense procurement; expenditures & obligations; Dept/Ministry of Defense
Abstract: Pointing to potential conflict between awarding contracts based on the lowest price and efforts by companies to ensure high product quality through Total Quality Management (TQM) the letter recommends to Betti that Part 6 of the FAR be revised to "clearly enforce the...policy intent of evaluating all specified evalutation factors in competitive procurements, not just low price." Some of these additional evaluation factors contracting officers should be concerned with are life-cycle costs, product quality and performance, and technical and management capability, according to CODSIA.

PLAN WOULD TIE TQM ADHERENCE TO CONTRACT AWARDS
Source: Defense News, 9 October 1989, V4N41, p4,68
Document Type: Newsletter article
Keywords: Total Quality Management; defense procurement; purchasing
Abstract: The US DOD may use the Total Quality Management (TQM) philosophy as a deciding factor in awarding some contracts, under a plan being proposed to DOD Secretary R. Cheney. Four key defense industry lobbying groups -- the Aerospace Industries Assn, the Electronics Industries Assn, the National Security Industrial Assn and the American Electronics Assn--oppose the move, claiming TQM should be an overall philosophy for defense contractors rather than a deciding factor in awarding contracts.

ATWOOD: TQM IS NEEDED IF US DEFENSE INDUSTRY IS TO COMPETE
Source: Aerospace Daily, 8 September 1989, V151N47, p420
Document Type: Newsletter article
Keywords: Total Quality Management; defense procurement; product standards; quality; United States
Abstract: US defense industry needs the DOD Total Quality Management (TQM) program to survive flat budgets and European consolidation, Deputy DOD Secretary Atwood told the American Defense Preparedness Assn. Saying the DOD will make reductions in procurement rather than force structure, Atwood warned that future defense budget increases may barely track inflation, and that global industrialization and especially the single European market of 1992 will make it harder for US companies to keep the markets that remain.

COSTELLO: WEAPONS WILL BE UNAFFORDABLE WITHOUT TQM
Source: Aerospace Daily, 16 May 1989, V150N32, p270
Document Type: Newsletter article
Keywords: Total Quality Management; product standards; quality
Abstract: Weapons systems must invoke Total Quality Management (TQM) or become unaffordable in the future, according to outgoing DOD Under Secretary of Defense for Acquisition R. B. Costello. The services support TQM because they see in it the only way to effect cost reductions without force reductions. Industry needs to take a better focus on quality issues.

COSTELLO WANTS TOTAL QUALITY MANAGEMENT PLANS FROM SERVICES
Source: Aerospace Daily, 31 August 1988, V147N43, p337-338
Document Type: Newsletter article
Keywords: Total Quality Management; quality; product standards
Abstract: The US Department of Defense is asking the services to submit plans on implementing the Total Quality Management initiative. Under TQM, the management role is limited to defining processes and requirements, with subordinates free to determine how to meet those requirements. TQM contracts with conventional management techniques, in which workers are told how to do their jobs and are not encouraged to think for themselves. The Defense Acquisition Board is responsible for implementing the TQM initiative during the acquisition process, and the Defense Council on Integrity and Management Improvement is responsible for overseeing the initiative for programs past the acquisition phase.

TOTAL QUALITY MANAGEMENT TOP PRIORITY FOR BETTI
Author: Struck, Myron
Source: Defense News, 14 August 1989, V4N32, p4,29
Document Type: Newsletter article
File: TQM input
Keywords: TQM(Total Quality Management); Department of Defense; employee participation; productivity; John Betti
Abstract: The House Appropriations defense subcommitte has deleted $100 million from the US Department of Defense's FY90 budget request that it claims would have been spent on Total Quality Management education and training. The subcommittee claims the DOD is moving ahead too quickly with the program, with no well-defined training and implementation plans. In addition, the subcommittee questioned the need to train all DOD personnel on TQM. However, P. Angiola, an official of the DOD office that oversees the TQM program, says only about $1.5 million would have been spent in FY90 to train only senior managers on TQM. J. Betti, recently named as Under Secretary of Defense for Acquisition, has been a strong supporter of TQM in industry, and will make review of the DOD's TQM program a top priority. TQM basically urges employee participation in industrial and administrative processes.

DEPARTMENT OF DEFENSE POSTURE ON QUALITY
Source: Secretary of Defense
Date: 30 March 1988
Document Type: Memorandum
Keywords: Department of Defense; quality; Total Quality Management
No Abstract Available

TOTAL QUALITY MANAGEMENT (TQM) IN ACQUISITION AND THE TRANSITION FROM DEVELOPMENT TO PRODUCTION
Source: Under Secretary of Defense
Date: 12 January 1989
Document Type: Memorandum
Keywords: Total Quality Management; acquisition; transition
No Abstract Available

TOTAL QUALITY MANAGEMENT
Source: Unknown
Date: 28 September 1989
Document Type: Fact sheet
Keywords: Total Quality Management; features; definition; principles; implementation; status; acquisition
No Abstract Available

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