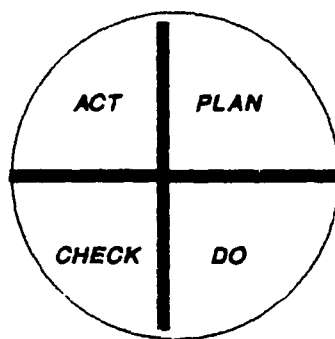②

DEFENSE CONTRACT ADMINISTRATION SERVICES REGION (DCASR) ATLANTA

TOTAL QUALITY MANAGEMENT (TQM) STRATEGIC PLAN - JULY 1989

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This document describes the implementation of TQM by 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."

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APPENDICES
1 -- Glossary of Acronyms
2 -- Team Approach Model
3 -- Process Improvement Model (PIM)--Version 1
4 -- Process Improvement Model (PIM)--Version 2

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN: THE CONCEPT
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I. **CONCEPT**

   A. **WHAT IS TQM?**

   TQM is a management technique for continuously improving our
performance at every level in every area of Contract Administration
responsibility to ensure customer satisfaction. TQM combines management and
statistical techniques with existing improvement efforts under a rigorous,
disciplined structure focused on improving all Contract Administration
processes. It demands commitment and requires leadership and training. It
relies on people and involves everyone.

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B. TQM BASICS

The TQM concept is based upon the pioneering work of Dr. W. Edwards
Deming, Dr. Joseph H. Juran, Philip B. Crosby, and other recognized ˙experts.˙

TQM IS	TQM IS NOT
A systematic process for improving products and services	A program or fad
A structured, disciplined approach to identifying and solving problems	Crisis management
A participatory work style, conveyed by management actions and commitment which harnesses the creativity and ideas of all employees	Conveyed by slogans
Long term	Short term
Supported by the use of statistics in making management decisions	Driven by or only Statistical Process Control (SPC)
Practiced by each and every employee regardless of position, organizational level or status (i.e., permanent or temporary)	Assigned to subordinates
	Attributed to one guru (i.e., Deming, Juran, etc.)

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C.   DEPARTMENT OF DEFENSE (DoD) TQM PHILOSOPHY

TQM is continuously improving performance at every level and area of
DoD responsibility.   Improvement is directed at satisfying broad quality,
productivity, cost and schedule goals, and at modifying management techniques.
TQM brings together existing improvement efforts and specialized technical
skills under a disciplined structure focused on improving all DoD processes.
It demands commitment and discipline.   It involves everyone.   Increasing
customer satisfaction is the overriding objective.

D. VISION

The TQM vision

-- Provides a long-term focus and continuity

-- Recognizes the challenges of change and competition

-- Is the starting point for guiding an organization into the future

-- Is something to strive for

VISION OF THE DEPARTMENT OF DEFENSE	VISION OF THE DEFENSE CONTRACT ADMINISTRATIVE SERVICES REGION, ATLANTA
To have the world's most effective military force, one capable of meeting any outside military challenge while, at the same time, meeting the internal economic challenge of affordability.	We provide timely, responsive, and effective contract administration services which fully satisfy our customers in the Department of Defense and other Government agencies.
	Our managers/supervisors provide a supportive environment where all employees can perform their functions not impeded by unnecessary regulatory and/or administrative burdens and with a minimum of controls. Our managers/ supervisors encourage participative management.
	Our employees are fully trained; accept the challenge of and responsibility for performing their assigned functions effectively and efficiently; remain focused on satisfying their internal and external customers; and are empowered to identify and help to eliminate areas which inhibit continuous improvement of the work processes.

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E. TQM IN DEFENSE CONTRACT ADMINISTRATIVE SERVICES REGION ATLANTA

1. Purpose

The purpose of this implementation plan is to structure an integrated TQM process that will enable us to realize our vision through application of proven techniques.

Our purpose is to refine our systems to focus on completely meeting the requirements of both internal and external customers. We intend to accomplish this through a cultural change to a new environment in which all employees become a part of the process. This sets the stage for continuous improvement to become a part of the job of everyone at DCASR Atlanta. However, a change of this magnitude will not be accomplished quickly or easily. It will require every manager to provide the necessary leadership to ensure constancy of purpose in creating the new region culture that will fully meet the needs of the future.

2. Objective

The objective of this TQM implementation plan is to describe the organization, define specific responsibilities, identify required resources, and to standardize implementation of TQM as an ongoing way of accomplishing everything we do, both internally and with our customers and suppliers.

3. Scope

The TQM process described by this plan will affect every person who works for DCASR Atlanta. It will dictate how we work internally as a team with one another, and how we work with our customers and suppliers.

4. Relationship to the 1988 Strategic Plan for DLA

For implementation of TQM to be successful, it must be an integral part of DCASR Atlanta's business strategy and planning. Therefore, the TQM goal number 8 ('Institutionalize TQM within DCASR Atlanta') has been identified for inclusion within this region's implementation of the 1988 DLA Strategic Plan.

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G. TQM PRINCIPLES

The TQM principles, developed by the Secretary of Defense, define the basic concepts of TQM. They serve as basic rules for management decisions and actions. These principles also provide a framework used to form expectations and judge behavior. DCASR Atlanta's basic TQM principles, adapted from the DoD listing, are:

1. Constancy of Purpose

Our vision provides a constancy of purpose for all DCASR personnel to work toward. Goals and objectives provide focus and are realized through practicing continuous process improvement and recognizing achievements in process improvements.

2. Continuous Process Improvement

The primary TQM objective is the continuous improvement of every aspect of the DCASR's work. That objective is implemented through a structured, disciplined approach that incorporates training, leadership, and teamwork to improve all processes. With TQM, emphasis is placed on preventing defects through process improvement rather than discovering them through product inspection.

3. Customer Focus

Customer response and mission performance are the absolute tests of our effectiveness. DCASR Atlanta has both external and internal customers. A thorough understanding of the needs of all customers, internal or external, not only provides the means for assessing performance, it also helps to establish future directions and goals.

4. Process Knowledge

Process knowledge is essential for positive change. Positive change is primarily created through process improvement ideas generated by the work force. Management must thoroughly understand the processes which they can influence and for which they are responsible.

5. Commitment

DCASR Atlanta executive leadership ensures our strong, pervasive commitment to continuous improvement. For TQM to succeed, management must be committed, active and involved. Management must provide clear objectives and agree on target goals. Acting on recommendations to make positive

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changes demonstrates commitment to continuous improvement. This commitment results in customer satisfaction, pride in workmanship and elimination of waste.

6. Top-Down Implementation

TQM will first be implemented by DCASR Atlanta Principal Staff Elements (PSEs) and Contract Administrative Offices (CAO) Commanders and flow down as a waterfall. This cascading deployment ensures that our leaders understand, demonstrate, and can teach TQM principles and practices. This must be done at each level before full implementation of TQM to the next subordinate level can be fully achieved.

7. Total Involvement

Process improvement applies to every operation and individual in our Region, because all products and services are produced through processes.

8. Teamwork

Teamwork is essential for continuous improvement. Teamwork and team structure align goals, objectives, and thought. Team activities enhance communication and cooperation, stimulate creative thought, and provide an infrastructure to support TQM practices.

9. Investment in People

DCASR Atlanta's largest and most valuable investment is in our people. They provide the knowledge and experience on which the Region relies. They are the most essential component in continuous process improvement. Training, team-building, empowering people to take required actions, and worklife enhancements are important elements in creating an environment in which our people can grow, gain experience and capabilities, and contribute to the national defense on an ever increasing scale.

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II. METHODOLOGY (PRACTICES)

   A. TQM STRUCTURE

      1. Systemic Approach

            Continuous quality improvement is an important part of every DCASR Atlanta employee's job. However, opportunities for improvement will occur only when managers strive constantly to improve the system within which their people work. The management methods that have served us well in the past must be refined to meet the needs of the future. This will be accomplished by a common vision and a new culture, leading to continuous improvement that can only be sustained by the leadership of all DCASR Atlanta managers.

      2. Team Approach

         a. Senior Management

            (1) As shown in the 'Team Approach' model (Appendix 2), quality improvement at DCASR Atlanta is based on a systemic, team approach, beginning with senior management. The improvement process is led region-wide by the **Total Quality Council (TQC)**, which is chaired by the Commander and is comprised of his senior managers (all Commanders of the Defense Contract Administration Services Management Areas (DCASMAs) and Defense Contract Administration Services Plan Representative Offices (DCASPROS); Heads of the Principal Staff Elements (PSEs) and Special Staff Elements (SSEs)) and representatives from the authorized unions. The TQC:

               (a) Identifies strategic goals for organizational quality improvement efforts.

               (b) Obtains information from customers to identify major product and service requirements. [It is through the identification of these major requirements that quality goals for the organization are defined].

               (c) Prioritizes and lists the organizational goals for quality improvement, after it has identified customer requirements.

               (d) Ensures that changes to quality improvement efforts that require support and resources are met.

               (e) Provides overall management.

(f)   Approves initial DCASR Atlanta TQM Implementation
Plan and subsequent changes.

(g)   Communicates results and progress to employees.

(2)   The TQC will be supported by the **TQM Steering Committee**
(TSC), which is a smaller team of senior managers, chaired by the Deputy. The
TSC's responsibilities include: designing the Region's TQM implementation
plan; chartering interdivisional Quality Management Boards (QMBs);
periodically assessing progress in achieving goals and redirecting efforts, if
necessary; providing advice to the Commander and to the other members of the
TQC regarding TQM plans and initiatives for improving Regional operations.

b.   **TQM Staff Element**

The DCASR Atlanta **Productivity Group** was formed to act as the
principal advisor and assistant to the Commander in directing the development,
implementation, operation, and evaluation of the DCASR Atlanta TQM process.
The Productivity Group functions as a focal point within the Region to track
implementation of the improvement process and to communicate lessons learned
throughout the region. The Group is composed of a small full-time staff. The
Group has the responsibility to:

(1)   Implement and operate several DLA employee participative
management programs, including the Model Installation Program (MIP), the
Beneficial Suggestion Program (BSP), and Employee Involvement Programs
(e.g., Quality Circles).

(2)   Determine requirements for DCASR management and employee
training in TQM related concepts, methods, and procedures; provide for this
training.

(3)   Foster employee participation in the TQM process.

(4)   Publicize and promote the TQM process throughout the
DCASR.

(5)   Ensure employee recognition for TQM accomplishments

( )   Advise the TQC and the TSC on TQM related issues and
ensure implementation of council initiatives.

c. All Managers

Quality is never an accident. It is the result of intelligent efforts built on experience. Quality improvement cannot be delegated. Providing a transition to a total quality culture requires the active participation and leadership of every DCASR Atlanta manager. Every manager must develop a plan to drive improvement in his/her organization by providing education in quality improvement strategy and techniques, by using a team approach as an essential part of the improvement process, and by using improvement models that include one or more of the following elements:

-- *Process quality improvement.*

-- *Organization task analysis.*

-- *Problem-solving methods.*

d. Quality Management Boards (QMBs)

(1) QMBs are permanent cross-functional teams made up of top- and mid-level managers who are jointly responsible for a specific product or service. The structure of the boards is intended to improve communication and cooperation by providing vertical and horizontal 'links' throughout the organization. Although the members of QMBs are expected to be permanent, the chair and the focus of a specific QMB can shift, depending on the current product or service goal. During the formation of QMBs, it is crucial that the members selected have the knowledge and ability to relate the TQC's quality improvement goals to specific outputs and processes.

(2) QMBs provide crucial structural support for the TQM concept. They create a vehicle not only for interorganization communications, but also for communication up and down the chain of command. Each board includes representatives at the same level from different organizations as well as a representative from the next higher and next lower level of authority. Any issue that cannot be resolved at the level where it is introduced is referred to the next lower or higher level board. Thus, decision making at the appropriate level is encouraged.

:3) The QMB uses its combined knowledge to select the organizational areas that might have the most significant impact on the goals. The QMB works with the TQC to define indicators of quality improvement and cost reduction. The QMB organizes ad hoc Quality Action Teams (QATs) that collect and analyze information about work processes.

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TOTAL QUALITY MANAGEMENT (TQM)
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e. Quality Action Teams (QATs)

(1) QATs are comprised of first line supervisors and/or workers involved in the processes being investigated by the QMBs. The members of a QAT are chosen by their respective managers on the QMBs. The primary consideration for QAT membership is that the individuals selected be highly knowledgeable about the operations in their work cell.

(2) The main function of QATs is to collect and summarize processes data for QMBs. A major task of a QAT is to collect baseline information on process performance. QATs use basic statistical process control (SPC) methods to analyze a process and identify potential areas for improvement. It is important to note that QATs are only of use when dealing with quality goals that can be achieved by using objective data.

(3) The purpose of the QAT is to deal with a specific effect identified by a QMB and to eliminate the cause(s) of that effect permanently. Once the cause(s) has/have been eliminated, the QAT identifies control points in the process and establishes measurement devices. They then give the measurement devices to the QMB so the board can monitor quality. At this point the QAT is dissolved.

(4) The QATs will use the Process Improvement Models (PIMs) illustrated in Appendices 3 and 4.

(5) Both a QMB member and a facilitator are assigned to oversee and guide each QAT as it progresses. In establishing QATs, certain criteria are involved. First, the process to be examined should cross organization lines; second, benefit potential must be present; third, there must be a prospect of success; and fourth, there must be multiorganization involvement in the QAT. An important part of the QAT is that the people who are actually responsible for measurement are the ones who drive the QAT process. The measurement device installed by the QAT is the vehicle by which the worker communicates with management.

f. QMB Chairman/QAT Leader

The QMB Chairman or QAT leader strives to mold the group into a team focused on specific objectives and to work with them to achieve those objectives. Specifically, the chairman or leader is responsible for:

(1) Scheduling, planning and conducting team meetings.

(2) Keeping the team focused on the problem solving process.

(3) Assisting the team in obtaining the information and resources needed for problem solving.

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(4) Working with the facilitator to train team members.

(5) Assisting the facilitator in documenting team progress.

g. Facilitator

QMB Chairmen and QAT Leaders will be assisted by facilitators. *The function of the facilitator is to monitor the process of group interaction to keep members on track.* Facilitators need not be experts in the subject matter/problem area. *The facilitator's main concern is not content of discussions but how the group deals with that content in the process of interaction. Responsibilities of the group facilitator include:*

(1) Keeping the group focused on the current problem.

(2) Training the group leader.

(3) Giving feedback to group members.

(4) Encouraging open expression of ideas.

B. **METHODOLOGY FOR CHANGE**

The methodology for change at DCASR Atlanta will be the practice and routine use of the teachings on quality by recognized 'experts.' Some of the critical concepts are:

1. Quality is defined by customers' requirements.

2. Top management has direct responsibility for quality improvement.

3. Improvements in quality are the result of systematic analysis and correction of work processes.

4. Quality improvement is a continuous effort and conducted throughout the organization.

C. MANAGEMENT'S NEW JOB--MANAGING THE CHANGE PROCESS

1. It is often the practice for management to be reactive instead of proactive; to fix blame on people instead of the process; and to operate on short term rather than long term focus. TQM redefines management practice into a job which focuses on continuous process improvement and cooperation.

2. *It is important that all DCASR Atlanta managers personally take the lead in implementing continuous quality improvement throughout their organizations. Only with management's full participation can we expand this commitment to excellence to all our employees.* This requires a new management system.

3. *Management action and involvement are the keys to making the quality improvement process work. However, achieving continuous quality improvement requires a new management style. With an expanded focus on improving processes rather than just producing short-term results, we must bring all our people into the new system. In this system, the manager takes on more of a coaching role, encouraging openness within his/her organization and supporting people in their efforts to improve the processes with which they work. The new management style is outlined* below:

Management System Comparison

Old	New
Authoritarian	Participative
Fear of knowledge	Open discussion--Identify the waste
Fear of job loss	Job security
Status quo	Continuous improvement
Systems, policies, procedures--rigid, extensive	Policies that inspire people to want continuous improvement
`Beat on` suppliers	Work with suppliers
Distant from market	Close to customers
Specialists in statistics, industrial engineering	All people trained in basic tools and various human relations aspects
Works on results	Work on where are the problems and what are the causes of the problems

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN: THE CORE GOALS
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III. CORE GOALS

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CORE DLA GOALS (A)	CORE DCASR ATLANTA GOALS (B)
1. Develop TQM Trained Workforce	1. Develop TQM Trained Workforce
2. Harmonize Directives	2. Eliminate Barriers to TQM
3. Integrate Existing Initiatives	3. Integrate Existing Initiatives
4. Sensitize Industry to TQM and Encourage Adoption in Business Strategy	4. Sensitize Industry to TQM and Encourage Adoption in Business Strategy
5. Demonstrate an Uncompromising Commitment to Buying and Supplying Quality Products and Services	5. Demonstrate an Uncompromising Commitment to Buying and Supplying Quality Products and Services (Inputs/Outputs)
6. Enhance DLA Recognition and Award System	6. Recognize Continued TQM Achievements
7. Develop Feedback and Communication System	7. Develop Feedback and Communication System
8. Institutionalize TQM within DLA	8. Institutionalize TQM within DCASR Atlanta

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TOTAL QUALITY MANAGEMENT (TQM)
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SPECIFIC ACTIONS FOR STRATEGIC (2-5 YEAR) GOALS AND TACTICAL (0-1 YEAR)
OBJECTIVES

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A. GOAL # 1: `DEVELOP TQM TRAINED WORKFORCE`
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The quality improvement strategy, which must rely heavily on the workforce for success, must:

> *-- Drive the entire organization.*

> *-- Be simple and easily understood.*

> *-- Allow creativity.*

> *-- Promote independence, not bureaucracy.*

> *-- Become a natural part of doing the job every day, not a special*
emphasis or add-on program.

A first step in creating the new system is to educate everyone in the organization, beginning with management, in the concepts of quality improvement. This education phase, according to William E. Conway, is a `process that crystallizes in everyone's mind the urgent need to make continuous improvements in the quality and productivity of all forms of work.`

True quality improvement does not happen by decree. Only when all members of the work team fully understand the value of the methods and the gains quality improvement will produce--when quality improvement becomes a personal priority--will they become fully committed participants. And the need for education does not end there. Refresher courses in improvement techniques and strategies will be necessary periodically to keep the momentum going.

It is important to begin this education phase with management and keep management fully committed, so that managers will continue to lead the effort. Only in this way is full support for employees ensured in their improvement efforts and a quality improvement process truly locked in for the long term.

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TOTAL QUALITY MANAGEMENT (TQM)
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| WHO | OBJECTIVE # 1.A: TQM AWARENESS TRAINING | WHEN |
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WHO	#	OBJECTIVE	WHEN
DDP/KW	(1)	Provide 2-day AMEC 'Total Quality Management for Executives' course to TQC members (completed action)	MAY 89
DD	(2)	Develop DCASR Atlanta TQM Awareness Video	AUG 89
UD/UA/DDP	(3)	Screen/purchase relevant videos that will provide overview of skills	START: JUN 89 CONTINUOUS
DD	(4)	Distribute TQM Awareness Video to CAO	SEP 89
HQ/CAOs	(5)	Show TQM Awareness Video to all employees --INTRODUCED BY PSE/CDR/UNION	SEP 89

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| WHO | OBJECTIVE # 1.B: DEVELOP FACILITATORS | WHEN |
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WHO	#	OBJECTIVE	WHEN
DDP	(1)	Develop facilitator survey	AUG 89
DDP	(2)	Distribute survey	SEP 89
TSC	(3)	Identify facilitators	OCT 89
DDP	(4)	Identify source of training for facilitators (Defense Systems Management College, Army Management Engineering College, or contractual training through University, e.g., University of Tennessee)	AUG 89
DDP/KW	(5)	Contract for training/issue DD 1556s	NOV 89

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| WHO | OBJECTIVE # 1.C: DETERMINE LEVEL OF EXPERTISE/ ASSESS TRAINING NEEDS | WHEN |
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WHO	#	OBJECTIVE	WHEN
DDP	(1)	Develop matrix of skills training	AUG 89
DDP	(2)	Develop survey of employees (using	AUG 89

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Note: Dates shown in the 'When' column are tentative. TQM Training has been
       placed on the agenda for the DLA TQM Workshop scheduled in Glenview,
       Illinois, 10-14 July 1989. Subsequent adjustments to individual ob-
       jectives may be required

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matrix) to assess current level of
in-house expertise

DDP   (3) Distribute survey to all employees   AUG 89

DDP   (4) Based on survey results, determine   SEP 89
                         skills training requirements. Data
                         will be used to position for funds.

DDP   (5) Review Productivity Development   JUL 89
                         Systems, Inc. materials (used by DLA
                         to train Quality Circles Leaders/
                         Facilitators) for desirability in
                         TQM training

DDP/KW   (6) Develop DCASR Atlanta TQM training   SEP 89
                         plan (students, dollars, curricula)

WHO   **OBJECTIVE # 1.D: ESTABLISH TQM LIBRARY**   **WHEN**

DDP/Q   (1) Establish DCASR Atlanta library of   START: JUL 89
                         materials (cassettes, videos, books,   CONTINUOUS
                         magazines)

DDP   (2) Publish procedures on borrowing/   AUG 89
                         returning materials

DDP   (3) Identify and establish network with   START: SEP 89
                         other Productivity/TQM Libraries   CONTINUOUS

WHO   **OBJECTIVE # 1.E: DEVELOP A STRUCTURED ORIENT-**   **WHEN**
                             ATION ON THE CONCEPT OF "CUSTOMER/
                             SUPPLIER RELATIONSHIPS"

DDP/KW   (1) Prepare an orientation to be given to   JUL 89
                         each manager/supervisor on the concept of
                         "customer/supplier relationships"

DDP/KW   (2) Provide orientation sessions to all   SEP 89
                         top-level and mid-level managers

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Note: Dates shown in the "When" column are tentative. TQM Training has been
       placed on the agenda for the DLA TQM Workshop scheduled in Glenview,
       Illinois, 10-14 July 1989. Subsequent adjustments to individual ob-
       jectives may be required

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN:  THE EXECUTION
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MID-LEVEL MGRS  (3)  Provide orientation session to all          SEP 89
                     first-line supervisors

DDP             (4)  Purchase/develop/promulgate TQM Resource    SEP 89
                     Guide for Managers


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WHO             OBJECTIVE # 1.F:  PROVIDE WORKFORCE WITH PROBLEM   WHEN
                                  SKILLS TRAINING
---------------------------------------------------------------------------------


DDP/KW          (1)  Research alternative training approaches:    AUG 89
                     Alternative 1:  Contract-out
                     Alternative 2:  In-house

DDP/KW          (2)  Based on research, choose 'best' approach    SEP 89

DDP/KW          (3)  If alternative 1 is chosen, prepare          JAN 90
                     contractual documents

DDP/KW          (4)  If alternative 2 is chosen:  prepare    START: JAN 90
                     curricula, materials; select training     CONTINUOUS
                     sites; identify/select instructors;
                     identify students; promulgate reporting
                     instructions
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TOTAL QUALITY MANAGEMENT (TQM)
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    B. GOAL # 2: "ELIMINATE BARRIERS TO TQM"

The TQC, chaired by the Region Commander, will create and progress initiatives
to help the region achieve total quality management. It will be the forum for
continuous improvement. Its composition of senior managers and union
represen'atives embodies the TQM concept requiring sustained top management
leadership and continuous employee involvement. A Productivity Group, which
will act as the TQM advocate, has been established to give visibility to
improvement initiatives and identify possible quality training courses and
films. Quality concepts will be ingrained throughout every organization with
the proper training at each level, starting with top management.

Measurement of progress in process improvement provides the key to identifying
further improvement opportunities. Capitalizing on these opportunities will
show that management is committed to accepting/implementing good ideas.

WHO		OBJECTIVE # 2.A: INTENSIFY THE PURSUIT OF TQM THROUGH THE TQC	WHEN
D	(1)	Establish DCASR Atlanta TQM Steering Committee (completed)	MAY 88
DD/DDP	(2)	Establish a formalized TQM process, including facilitation and permanent cross-functional QMBs that interlock throughout the organization	JAN 90
TQC/TSC	(3)	Program TQM funds	AUG 89 FOR '90 BUDGET
WHO		OBJECTIVE # 2.B: DEVELOP AND PROMOTE PERFORMANCE IMPROVEMENT MEASUREMENT	WHEN
TSC	(1)	Develop Quality Measurement System (QMS) for measuring/tracking processes	OCT 89
TQC/TSC	(2)	Determine processes to be included in QMS	JAN 90
DDP	(3)	Provide necessary training/assistance in setting up QMS	(CONTINUOUS)
DDP	(4)	Provide technical assistance to all concerned on use of statistical control	(CONTINUOUS)

                     limits, recording defect data, and methods
                     or reporting QMS results

TQC/TSC   (5)   Evaluate the resources being used to   JAN 90
                     implement QMS and determine adequacy

WHO	OBJECTIVE # 2.C: IDENTIFY BARRIERS AND DEVELOP SOLUTIONS	WHEN
DDP/WI	(1) Explore development of employee questionnaire with the Naval Personnel Research and Development Center (NPRDC)	OCT 89
DDP	(2) Issue questionnaire	DEPENDS ON # 2.C(1)
TQC/TSC	(3) Evaluate results and issue assignments to QMBs	DEPENDS ON # 2.C.(1)

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C. GOAL # 3: INTEGRATE EXISTING INITIATIVES
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Owners of existing initiatives will be required to review all existing
initiatives for the value added to continuous process improvement within DCASR
Atlanta. If there isn't any value added, an existing initiative should be
eliminated because it is a barrier to TQM. If there is a value, it should be
integrated into the TQM process.

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WHO	OBJECTIVE # 3.A:	REVIEW MISSION & FUNCTIONS STATEMENTS	WHEN
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```
TQC/TSC	(1)	Issue formal request to all organizations to review their Mission and Function statements in DLAM 5810.1.	OCT 89
CAOs/PSEs/SSEs	(2)	Perform review of existing initiatives (identify and separate into internal/external)	DEC 89
TQC/TSC	(3)	Issue assignments to QMBs to assess internal/external initiatives for value	JAN 90
QMBs	(4)	Report findings to Total Quality Council/ TQM Steering Committee	APR 90

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WHO	OBJECTIVE # 3.B:	SYNCHRONIZE VALUABLE INITIATIVES INTO TQM PROCESS	WHEN
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```
| TQC/TSC | (1) | Revise TQM strategic plan to synchronize existing initiatives | JUL 90 |
| D | (2) | Request relief from external initiatives that add no value to processes | JUL 90 |

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN: THE EXECUTION
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    D. GOAL # 4: SENSITIZE INDUSTRY TO TQM, AND ENCOURAGE ADOPTION
                   IN BUSINESS STRATEGY

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There are various means for DCASR Atlanta employees to accomplish this goal.
However, the goal must be amplified to include the benefits that DCASR Atlanta
employees will derive from interacting with other activities (internal to DoD
and external to DoD) that have already started the journey to Total Quality.
Their knowledge and experience can benefit this region.

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WHO	OBJECTIVE NUMBER 4.A: SENSITIZE INDUSTRY TO TQM	WHEN
DDP/K	(1) Identify all DCASR Atlanta employees who are members of professional organizations	SEP 89
DDP	(2) Develop questionnaire for identified employees (how many have attended/participated in Industry seminars, conventions, meetings, etc.)	OCT 89
DDP	(3) Incorporate questions into annual survey (see objective # 2.C)	DEPENDS ON # 2.C(1)
TQC/TSC	(4) Develop 'TQM IN DCASR ATLANTA' flyer for all employees. Distribute and request that all appropriate channels be used to sensitize industry.	OCT 89
DDP	(5) Issue letter requesting that copies of trip reports which reference TQM be provided to DCASR Atlanta's TQM library	JUL 89
A/QAT	(6) Develop standard contractor briefing to assist Administrative Contracting Officers in discussing TQM at Postaward Orientation Conferences	OCT 89

WHO	OBJECTIVE NUMBER 4.B: LEARN FROM OTHER GOVERNMENTAL ACTIVITIES/PRIVATE COMPANIES	WHEN
DDP	(1) Incorporate TQM materials gathered from public/private sources into DCASR Atlanta's TQM library	CONTINUOUS

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TQC/TSC   (2) Capitalize on 'learning opportunities'   CONTINUOUS
                  for senior managers

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN: THE EXECUTION
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    E.   GOAL # 5: `DEMONSTRATE AN UNCOMPROMISING COMMITMENT TO BUYING AND
                    SUPPLYING THE HIGHEST QUALITY PRODUCTS AND SERVICES
                    (INPUTS/OUTPUTS)`
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This goal is customer/supplier oriented. DCASR Atlanta's strategy on this
goal is to relentlessly pursue the following standard:

    As a customer, we have a responsibility not to accept defective
    inputs.

    As a supplier, we have a responsibility not to pass on defective
    outputs.

In pursuit of this standard, the orientation session on customer/supplier
relationships (see objective # 1.E) becomes the critical factor. DCASR
Atlanta's strategy includes the following elements:

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| WHO | OBJECTIVE # 5.A: DETERMINE CUSTOMER REQUIREMENTS | WHEN |
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```
| QMBs | (1) QMBs organize/charter ad hoc QATs that collect and analyze information about work processes. | CONTINUOUS |
| QATs | (2) QATs established by QMBs will:
--Identify customers
--Pareto customers with respect to mission success
--Use team approach tailored to customers
--Establish continuous dialog (feedback)
--Define product that is being supplied
--Establish methodology to get customer expectations
--Assess customer expectations
--Reconcile reality
--Determine shortfalls/alternatives
--Recommend adjustments in resources/ corrective actions to QMBs | CONTINUOUS |

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| WHO | OBJECTIVE # 5.B: IDENTIFY REQUIREMENTS TO SUPPLIERS | WHEN |
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```
| QMBs | (1) QMBs organize/charter ad hoc QATs that collect and analyze information about work processes. | CONTINUOUS |

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QATs   (2)   QATs established by QMBs will: CONTINUOUS
                         --Identify suppliers
                         --Pareto suppliers with respect to
                           mission success
                         --Use team approach
                         --Establish continuous dialog (feedback)
                         --Define product that is being supplied
                         --Inform supplier of customer expectations
                         --Assess customer expectations
                         --Reconcile reality
                         --Determine shortfalls/alternatives
                         --Recommend adjustments in resources/
                           corrective actions to QMBs

    F. GOAL # 6: `RECOGNIZE CONTINUED TQM ACHIEVEMENT`
---

*Once improvements have been achieved, it is vital to provide recognition for
the individuals and groups that have made a difference. Improvement awards
should stress the team nature of the improvement process, adequately
recognizing and rewarding all the people involved. In this way, the process
promotes functioning as a part of the group rather than providing individual
recognition for people who have succeeded by competing against other team
members.*

*Existing systems that reward people for beneficial suggestions, model
installation program proposals, and cost savings can continue to be used by
the manager to provide rewards and recognition for people who have made the
improvement process work. Recognition lunches or breakfasts attended by
senior management are also useful. Team and individual efforts that further
long-term goals of the region's improvement process can also be considered
when evaluation candidates for advancement. Team recognition is the preferred
method.*

WHO	OBJECTIVE # 6.A: INCORPORATE SAVINGS INTO BUDGET	WHEN
TQC/TSC	(1) Promulgate procedures to document savings	SEP 89
C	(2) Collect savings realized under existing programs/initiatives	CONTINUOUS

WHO	OBJECTIVE # 6.B: RECOGNIZE EMPLOYEES	WHEN
C	(1) Continue Productivity Gain Sharing (PGS) in DCASR ATL-CF	CONTINUOUS
C	(2) Explore Gain Sharing in other organizational elements	CONTINUOUS
TQC/TSC	(3) Charter QMB to assess current recognition process	JAN 90
L	(4) Publicize achievements in DCASR ATLANTA NEWS and HIGHLIGHTS	CONTINUOUS

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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN:  THE EXECUTION
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    G.  GOAL # 7:  `DEVELOP FEEDBACK AND COMMUNICATION SYSTEM`
--------------------------------------------------------------------------------
In order to institutionalize TQM, information on quality improvement
techniques and success stories must be gathered and then shared.


--------------------------------------------------------------------------------
WHO      OBJECTIVE # 7.A:  DEVELOP FEEDBACK SYSTEM
--------------------------------------------------------------------------------
QMBs             (1)  As shown on the PIM models, feedback      CONTINUOUS
QATs                  will be an integral part of our process:
                      -- Feedback from customers
                      -- Feedback from process (SPC)

DD               (2)  Develop DCASR Atlanta's Vision Survey       MAY 89
                      (completed)

DD               (3)  Distribute Vision Survey to all employees   SEP 89
                      (at the time of video's presentation--see
                      objective #1.A(5))

TQC/K            (4)  Solicit Involvement by Recognized Unions   CONTINUOUS
                      (representatives of workforce)


--------------------------------------------------------------------------------
WHO      OBJECTIVE # 7.B:  DEVELOP COMMUNICATION SYSTEM
--------------------------------------------------------------------------------
ALL              (1)  Utilize existing communication channels   CONTINUOUS
                      --DCASR ATLANTA NEWS
                      --IDEANET
                      --DMINS Mail Aliases for TQM Coordinators
                        at PLFAs and HQ DLA
                      --DLA PAO NETWORK (PANET)
                      --DIMENSIONS
                      --HIGHLIGHT SUMMARY
                      --Chain of Command
                      --Local community newspapers

DDP              (2)  Input data records for suggestions/proposals  JUL 89
                      into Integrated Database for Efficiency
                      Achievement System (IDEAS)

DDP              (3)  Train Suggestion Monitors/MIP Coordinators    SEP 89
                      on IDEAS
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TOTAL QUALITY MANAGEMENT (TQM)
STRATEGIC PLAN: THE EXECUTION
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   H. GOAL # 8: INSTITUTIONALIZE TQM WITHIN DCASR ATLANTA
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Full success on this goal will be difficult to measure and will depend on the
success of goals 1-7.

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WHO		OBJECTIVE #8.A: DEVELOP MEASUREMENT TOOL	WHEN
DDP	(1)	Develop measurement tool to determine semiannual, annual assessment of progress in institutionalizing TQM	JUL 89
TQC/TSC	(2)	Review measurement tool	AUG 89
TQC/TSC	(3)	Establish assessment schedule	SEP 89

WHO		OBJECTIVE #8.B: DETERMINE CORRECTIONS/ADJUSTMENTS	WHEN
TQC/TSC	(1)	Based on assessment results, determine whether TQM is 'on track' within Region	DEPENDS ON #8.A(3)
TQC/TSC	(2)	Determine additional actions	DEPENDS ON #8.B(1)
TQC/TSC	(3)	Implement corrective actions (revise TQM Strategic Plan)	DEPENDS ON #8.B(2)

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TOTAL QUALITY MANAGEMENT PLAN -- DCASR ATLANTA
APPENDIX 1:   GLOSSARY OF ACRONYMS
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ACRONYM	NARRATIVE EXPLANATION
ACO	Administrative Contracting Officer
AMEC	Army Management Engineering College
BSP	Beneficial Suggestion Program
CAO	Contract Administrative Office
DCASMA	Defense Contract Administration Services Management Area
DCASPRO	Defense Contract Administration Services Plant Representative Office
DCASR	Defense Contract Administration Services Region
DD	Defense Department
DLA	Defense Logistics Agency
DLAM	Defense Logistics Agency Manual
DMINS	Distributed Mini Computer System
DSMC	Defense Systems Management College
DoD	Department of Defense
FL	Florida
IDEANET	Idea Network
IDEAS	Integrated Database for Efficiency Achievement System
MBO	Management by Objectives
MIP	Model Installation Program
NC	North Carolina
NPRDC	Naval Personnel Research and Development Center
PANET	Public Affairs Network
PAOC	Postaward Orientation Conference
PDS	Productivity Development Systems, Inc.
PGS	Productivity Gain Sharing
PIM	Process Improvement Model
PLFA	Primary Level Field Activity
PSE	Principle Staff Element
QAT	Quality Action Team
QCP	Quality Circles Program
QMB	Quality Management Board
QMS	Quality Measurement System
SPC	Statistical Process Control
SSE	Special Staff Element
TQC	Total Quality Council
TQM	Total Quality Management
TSC	TQM Steering Committee
VA	Virginia
WA	Washington

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TOTAL QUALITY MANAGEMENT PLAN -- DCASR ATLANTA
APPENDIX 2:   TEAM APPROACH MODEL
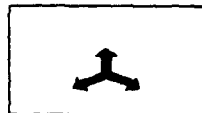```
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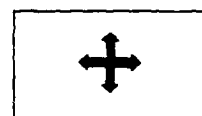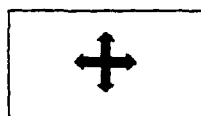
# TEAM APPROACH MODEL

## TOTAL QUALITY COUNCIL (TQC)
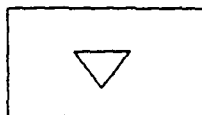


## TQM STEERING COMMITTEE (TSC)



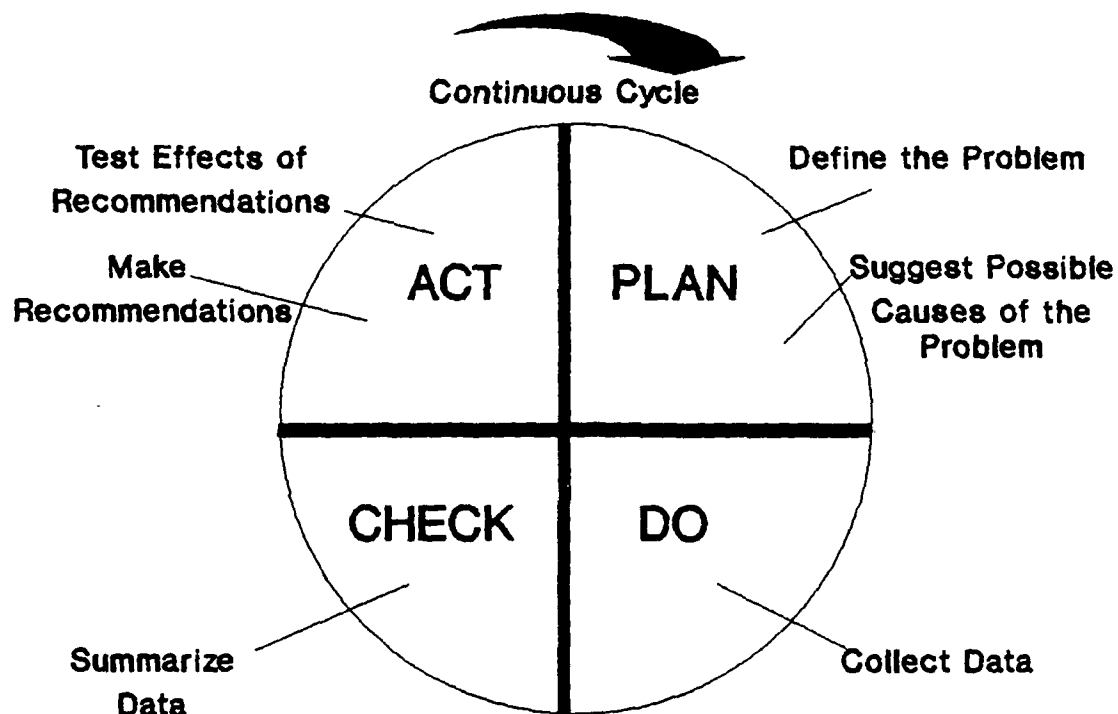## QUALITY MANAGEMENT BOARDS (QMBs)



## QUALITY ACTION TEAMS (QATs)
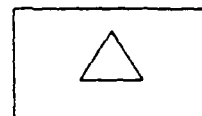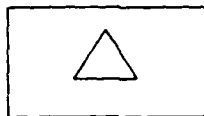
Continuous Cycle

Test Effects of
Recommendations

Make
Recommendations

ACT

PLAN

Define the Problem

Suggest Possible
Causes of the
Problem

CHECK

DO

Summarize
Data

Collect Data

Continuous Cycle

**PROCESS IMPROVEMENT MODEL--VERSION 1**

PROCESS IMPROVEMENT MODEL - VERSION 2