



# Just the Facts

91-006-1095

## INTEGRATING QUALITY INITIATIVES AT USACHPPM



### USACHPPM'S Long-Term Plan for a Quality Focused Organization.

With the transition from the U.S. Army Environmental Hygiene Agency (USAEHA) to the U.S. Army Center for Health Promotion and Preventive Medicine (USACHPPM), the Center has experienced many changes to meet our expanded missions. USACHPPM will use four initiatives to work with increased efficiency for a customer-driven focus: Total Quality Management (TQM), International Organization of Standardization (ISO) 9000 Standards, Malcolm Baldrige National Quality Award (MBNQA) Criteria, and Reinvention Laboratory.

**Total Quality Management.** TQM is a management approach to long-term success guiding all other initiatives. It requires all members of an organization to participate in improving their processes, products, services, and working environment. USAEHA implemented TQM as our management philosophy using participative management and employee involvement. We established a Quality Management Steering Committee, quality management boards, process action teams, and documentation to clearly state our structure and operation. Meeting both the external and internal customers' needs is the main focus of TQM.

**ISO 9000 Quality Standards.** ISO 9000 is a series of quality standards that outline the Quality Management Systems requirements. Organizations will use these standards to implement a compliance system and assess conformance in their operations. ISO 9000 Standards will enable the Center to capture our current knowledge base already existing within our organization. We will achieve a documented baseline for how we are currently doing business. These standards will provide the foundation upon which we can build our quality management and quality assurance systems to achieve a high level of success.

**Malcolm Baldrige National Quality Award Criteria.** The Baldrige criteria provide a comprehensive model of what the best organizations are doing to achieve quality. After we establish our baseline, the Center will apply the Baldrige criteria to identify our strengths and areas that need improvement. The focus of the Baldrige criteria is to enhance competitiveness. Its central purpose is education by sharing information on successful quality-strategies, thereby, creating an evolving national body of knowledge. The Center will use the Baldrige criteria as a yearly self-assessment tool. We will also apply the criteria for in-process reviews and performance appraisals.

**Reinvention Laboratory.** Reinvention Laboratories are the testing grounds for the principles outlined in the National Performance Review. The Reinvention status will benefit organizations by allowing personnel to: cut through bureaucratic red tape, try new ideas for innovation and improvement, and try new business approaches to exceed customer expectations. With USACHPPM's approval as a Reinvention Laboratory on October 14, 1995, this will allow us to streamline the way we do business by eliminating "antiquated" rules and regulations. We will be able to use more innovative business practices and processes to improve the way the Center does business.

- Total Quality Management
- ISO 9000 Standards
- Malcolm Baldrige National Quality Award Criteria
- Reinvention Laboratory

Quality Systems and Training Management Office  
U.S. Army Center for Health Promotion and Preventive Medicine  
DSN 584-4737 or Commercial 410-671-4737  
email: [sparker@aeha1.apgea.army.mil](mailto:sparker@aeha1.apgea.army.mil)

**Comparison of ISO 9000 Standards and Malcolm Baldrige National Quality Award Criteria.**

With more and more national organizations using the ISO 9000 Standards and the Baldrige criteria, they are often confused and seen as equivalent. Since many organizations are using the ISO 9000 Standards and Baldrige criteria compatibly, sometimes together and sometimes separately, it is important to understand their key differences:

<b>KEY POINTS</b>	<b>ISO 9000 STANDARDS</b>	<b>BALDRIGE CRITERIA</b>
<b>FOCUS</b>	Requires conformance of practices as specified within an organization's quality system.	Concentrates on competitiveness by delivering continuous improvement to customers and by improving the organization's overall operating performance.
<b>PURPOSE</b>	Provides a common basis to assure customers that specific practices and processes, including documentation, conform within the organization's stated quality systems.	Focuses on education by encouraging the sharing of competitive learning to promote quality awareness, successful quality strategies, and lessons learned.
<b>SCOPE</b>	Covers design/development, production, installation, and servicing; addresses less than 10 percent of the scope of the Baldrige criteria.	Addresses operations and processes of all work units; helps to develop customer-focused, cost-reduction strategies.
<b>QUALITY</b>	Requires conformance of specified operations to documented requirements.	Strives for customer-driven quality; addresses the purchase, ownership, and total relationship experience.
<b>IMPROVEMENT RESULTS</b>	Does not use outcome-oriented results or improvement trends in the assessment process; does not require a demonstration of high quality, improving quality, efficient operations, or similar levels of quality.	Identifies changes through assessment results; "results" are a combination of competitive factors such as customer-related, employee-related, product and service quality, and overall productivity; core value of "Management by Fact" ties together with results.
<b>SERVICE QUALITY</b>	Demonstrates an organization's capability to control the processes determining the right products or services; a competitive process without an equivalent focus on critical quality issues such as relationship management, and human-resource development.	Evaluates criteria and supporting information to improve compatibility with requirements for service excellence; focuses on Customer Relationship Management as the most important "process" item.
<b>DOCUMENTATION REQUIREMENT</b>	Requires central audit requirements that are ongoing and a permanent part of the quality system.	Does not spell out documentation requirements; relies upon evidence and data but does not define a documentation system.
<b>SELF-ASSESSMENT</b>	Uses internal audits to show conformance of documents for a quality system.	Improves practices and processes; uses the scoring and evaluation factors for organizations to chart their own progress.

**Benefits.**

By integrating these quality initiatives into USACHPPM's overall strategic quality plan, we can become a national and international powerhouse of quality-based excellence from the workplace to the customer.

**References.**

1. Reimann, Curt W., and Hertz, Harry S., "The Malcolm Baldrige National Quality Award and ISO 9000 Registration: Understanding Their Many Important Differences," Office of Quality Programs, National Institute of Standards and Technology, Gaithersburg, Maryland, November, 1993.
2. Fisher, Timothy L., *The Sentinel*, "Quality Planning at CHPPM," September 1995.
3. American Society for Quality Control, Inc., ANSI ASC Z-1, "Committee on Quality Assurance Answers the Most Frequently Asked Questions About the ISO 9000 (ANSI/ASQC Q9000) Series," ASQC - The Quality Source/Last Update, May 1, 1995.