



Just the Facts

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TOTAL QUALITY MANAGEMENT



What Is Total Quality Management?

Total Quality Management (TQM) is a managerial philosophy for achieving customer satisfaction involving all managers and employees. It uses scientific methods to continuously improve the processes of an organization. By implementing TQM, USACHPPM is providing a clearer direction for training and continuous improvement with a customer-driven focus.

Basic Principles of TQM.

- All work is a process.
- A process receives work from a supplier, adds value to it, and delivers output.
- Customers have needs and expectations.
- Customers will define and measure quality in terms of their needs.
- Improving quality processes increases productivity.
- Processes can be identified, understood, measured, and improved.
- The workers who operate the processes know how to improve them.

Basic Guidelines of TQM.

While there are no hard and fast rules the Center can follow, there are basic guidelines we can use in achieving our vision of being a world class center of excellence:

- Leadership Commitment
- Customer Focus
- Training
- Employee Empowerment and Involvement
- Measurement
- Recognition and Rewards
- Communication

Leadership Commitment - While employees work in the system, managers work on the system to improve it with the employees' help. All employees within the Center must be committed for TQM to be effective. Managers must:

- Ensure decisions are made at the lowest possible level.
- Ensure all employees are trained.
- Encourage open discussions.
- Recognize/reward accomplishments.
- Promote the quality improvement process.
- Keep close contact with customers.
- Inspire, teach, and lead employees.
- Plan for long-term improvement.
- Work on the process.
- Demonstrate support.
- Strive for continuous improvement.

- Managerial Philosophy
- Leadership Commitment
- Employee Empowerment

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For TQM to be effective, employees will have to work both individually and as a team. Employees must:

- Identify problems.
- Suggest quality improvements.
- Know the work processes.
- Participate in training.
- Encourage quality efforts.
- Focus on quality and productivity improvement.
- Analyze work processes.
- Develop quality solutions.
- Take a leadership role.
- Use TQM tools and techniques.

Customer Focus - USACHPPM must be customer focused. The Center needs to be aware of the "voice" of our customers. We need to listen to their concerns and invite them to the Center to inform managers of their business objectives. All employees must understand that without the customer, we have no reason to work. One way to improve customer service is by conducting surveys with both external and internal customers.

Training - The Center must assess the current technical skill level and awareness of TQM principles for all employees. Training should begin with top management and move through the organization. Training will:

- Assure that employees have the skills and technical knowledge to perform their jobs.
- Demonstrate the Center's commitment of continuous improvement of the employee.
- Analyze each employee's ability to perform his/her work.
- Develop a flow chart of job functions from beginning to end.
- Analyze each step to determine activities of value and activities that can be eliminated.
- Develop a list of the necessary skills required to perform a job function.

Employee Empowerment and Involvement - After employees have been trained, managers must give them opportunities to apply what they have learned. The individual employee must feel that he/she can act on behalf of the customer. Employee involvement is a key element in ensuring continuous involvement to:

- Bring the most effective common values and procedures to the workplace.
- Produce the lowest cost, highest quality products and services to meet customer needs.
- Provide an environment for all employees to work toward accomplishing the Center's goals.
- Have total commitment to customer service.

Measurement - Before the Center can measure improvement, we must establish a baseline. Management should identify performance measurements that contribute to customer satisfaction. Using the Baldrige criteria will help the Center in assessing how we do business and what areas need improving. The Center should measure improvements to:

- Identify the critical elements within the process.
- Establish an objective method for identifying how well the process performs relative to meeting customer needs.
- Establish an objective method for justifying investment of resources for continuous improvement efforts.
- Identify baseline performance indicators and establish the foundation to: set goals for improvement; develop a new baseline to reflect process improvements or establish change in customer requirements.

Recognition and Rewards - Management must maintain a recognition and rewards program designed to improve and sustain employee job satisfaction. The Center uses Department of the Army Incentive Awards Programs, a Quality Awards Program, as well as day-to-day recognition and other informal recognition.

Communication - The Center must communicate between the workforce, our suppliers, and our customers. We need to communicate to our suppliers because, as experts in their field, they contribute to the Center's purchasing decisions. More importantly, we must communicate to our customers to ensure quality services and customer satisfaction. All employees need information on continuous improvement projects so they are aware of progress, their contributions, and the effect these projects have on continuous improvement.

Benefits of TQM.

TQM is beneficial to USACHPPM. We have seen improved communication between organizations and between managers and employees, customer attentiveness, techniques to determine customer satisfaction, and areas that need improvement. Quality means meeting the customer requirements the first time and every time.

References.

1. Pekar, Jack P., *ASTM Standardization News*, "Total Quality Management," June 1995.
2. *TQM FACILITATOR TRAINING, The Theory and Tools of Continuous Improvement*, Presented by: DEMCOM Consulting Group, Santee, CA 92071.