
Total Quality Management

By

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In November 1990, SUP 07 sent a senior manager to Motorola Corporation in Phoenix, AZ, for two weeks of training on Continuous Process Improvement and Statistical Process Control. Motorola had been that year's recipient of the Malcomb Baldrige Award for Quality and as such was staffed with subject matter experts. This was followed by a week with Boeing Corporation representatives in January 1991, after which the SUP 07 trainer, along with others from the Command who were trained simultaneously, became the Command Total Quality Management trainers and facilitators. The package implemented was a 10 step approach employed by Boeing to:

- Assign Ownership
- Define Boundaries
- Identify Suppliers, Customers, Implementors
- Define Critical Success Factors
- Document Current Process
- Produce Process Flow Analysis
- Measure Current Process
- Develop Tools
- Evaluate Measurement
- Recommend Changes

SUP 07 established Quality Management Boards (QMBs) in SAP Logistics Support, SAP Program Management and SAP Financial Management. These in turn chartered Process Action

Teams (PATs) on selected target areas, e.g. Case Closure, RODs etc. The PATs report through their leader to the QMB which is itself empowered by the Command Executive Steering Committee.

Success has come in several different ways. The psychological component of TQM, has been extremely valuable in the conduct of all aspects of our business, particularly characterized by a much more egalitarian atmosphere which solicits, accepts, and puts in place new ideas and procedures where possible. Lines of communication at all levels have never been more open. Tolerance for differing opinions, cooperation, and respect have replaced many of the more traditional roles and relationships to which organizations tend to gravitate. TQM principles and techniques were used at a two day off-site retreat by the entire SUP 07 staff in April 1992. In many ways all of us have been changed permanently by the consciousness raising enlightenment of model shifts.

The statistical component of TQM has been more of a problem with the inherent dilemma of applying measurement techniques to management situations, further compounded by a workforce limited in in-depth training in statistical tool development and application. We have, however, required all PATs to quantify and display data wherever possible. Particularly useful have been some of the more basic tools such as Pareto charts.

SUP 07 has been active in TQM for over two years and we continue to press hard for system enhancements. In general, we have had a great deal of cooperation from both NAVSUP and non-NAVSUP activities which reinforces the fundamental, underlying assumption of TQM—workforces are interested in quality and customer satisfaction and if given the opportunity in a non-threatening environment, they often have within themselves a better way or solution.