
Space Systems Division
CN Total Quality Management NEWS

SDI Programs

"TOTAL QUALITY IN OUR WORK AND OUR PRODUCTS"

DECEMBER 1989

CN TAKES STRIDES TO IMPLEMENT TQM

The initiation of Total Quality Management (TQM) within the SDI Programs SPO (CN) has resulted in a number of activities aimed at making the SPO and its program offices a most effective force in Space Systems Division (SSD).

EXECUTIVE COUNCIL FORMED

Showing his leadership and commitment to TQM, Col Bill O'Brien established the CN TQM Executive Council to deal with issues and initiate actions to further the implementation of TQM. The Executive Council consists of all the CN program directors as well as other essential personnel. The CN TQM Implementation Manager is Lt Col Jim Ledbetter.

Col O'Brien has stressed the importance of leadership commitment to TQM. He told the program directors that he expects full participation of them in the Executive Council meetings. TQM leadership is not to be delegated to subordinates.

Lt Col Ledbetter has planned periodic council off-site meetings to focus on TQM issues and discuss important TQM plans. This parallels activities led by Lt Gen Cromer at the SSD Corporate Council. One of the initial focuses of the SSD Corporate Council was to develop the SSD Vision Statement, included at page 4.

TQM MANAGERS GIVEN ORIENTATION

Implementation Managers from the CN program offices have attended a TQM Orientation meeting to provide them the background to start TQM within their own organizations.

They were given a briefing on the plans for the TQM initiative within CN, told how they fit into the picture as the people responsible for implementing TQM within their individual SPOs, and were shown a video on productive management techniques.

PAT FACILITATORS TRAINED

Three TQM Implementation Managers from CN have taken a two week training course to learn how to become Process Action Team (PAT) facilitators or leaders. Mr. Ray Huon (CNI), Capt James Stewart (CNS), and Mr. Ron Kurtus (CNW) took the process

manager training, which was presented by the Technical Exchange Center (TEC), a consulting company hired by SSD to develop TQM implementation. TEC is also training SDIO personnel at the Pentagon on TQM.

The PATs are to be formed to work on improving the "process" of getting a specific job done, resulting in reduced costs and more effective output. Each CN organization will be establishing specific PATs for their work area and will later exchange information on the results of their PAT activities. The process managers or PAT facilitators will show other PAT leaders techniques to guide their teams through the process improvement.

SECRETARIES LEARN TQM

More than half of the secretaries from the various CN organizations have received an introductory class on TQM. The class, entitled *TQM for Secretaries*, provides an overview of TQM and shows how it can apply in their jobs.

The class emphasized that secretaries are a very important part of this organization's function and that they can have great potential for improved output by simply applying the proper principles and work habits. The secretaries discussed problem areas and suggested ways to improve their own performance and working environments.

The secretaries were also given a questionnaire to fill out, giving them an opportunity to voice their concerns and to make recommendations for improvement. The results were tabulated and passed on to all the program directors for action.

CNIP GETS TQM INTRODUCTION

CNIP personnel attended a one hour *Introduction to TQM*, in order to learn the theory and applications of TQM. SDI Program Control Director Lt Col Ed Hall and TQM Implementation Manager Ms. Eva Fava showed their leadership commitment to TQM by attending the introduction themselves and encouraging full participation of their personnel.

MORE TO COME

There will be more TQM activities for everyone in the coming months as we gear up to "make TQM a way of life here at SSD," as Lt Gen Cromer has promised. ###

WHY TQM? WHAT FOR? WHO CARES?

"TQM? Who needs it? It's just another military buzz-word. It's just some program that's here today and gone tomorrow. It doesn't mean anything to me - except maybe some extra work. It's just a way for management to get more out of us workers. We're underpaid, so who cares? I just put in my hours and then go home."

Have you heard anything like this, when the subject of TQM comes up? Or perhaps you have thought many of these things yourself.

But there are many good reasons to be interested in the TQM initiative. There are many ways in which TQM can benefit *YOU*.

EMPOWERMENT OF WORKERS

A vital principle in TQM is empowerment of the workers. That means that decisions are pushed down to the people who are doing the work, either as individuals or as teams.

A supervisor who is over-burdened with paperwork, phone calls, meetings, and decisions is performing in an obsolete manner. That supervisor is not working effectively nor putting out the type quality he or she is capable of.

Instead, the supervisor should empower his or her people, so they will become more involved in the program, handle their work in a more effective manner, and get more job satisfaction. The supervisor has less responsibility but more authority. The process is improved, resulting in quality output.

Empowerment of the workers results in benefits for everyone involved, and it is a major reason to follow and apply TQM.

RESPONSE TO BUDGET CUTS

Another important reason for using TQM is to respond to budget cuts within the DoD. There is a great amount of pressure to reduce the cost of defense.

We often waste a lot of money and time because of unnecessary regulations, miscommunication with customers and contractors, ineffective management, sloppy engineering, and other things. TQM emphasizes improving the way we do business by eliminating or rectifying these problem areas, such that our organizations will essentially be run like a "lean, mean machine." Our use of TQM will help cut the waste, while preserving our jobs.

FOLLOWING THE LEADERS

Another motivation for following TQM is because our leaders want us to follow it.

Secretary of Defense Cheney advocates TQM, AFSC Commander Gen Randolph advocates TQM, SSD Commander Lt Gen Cromer advocates TQM, Col O'Brien advocates TQM. That should be good motivation for you to also advocate as well as to practice TQM.

KEEPING AMERICA STRONG

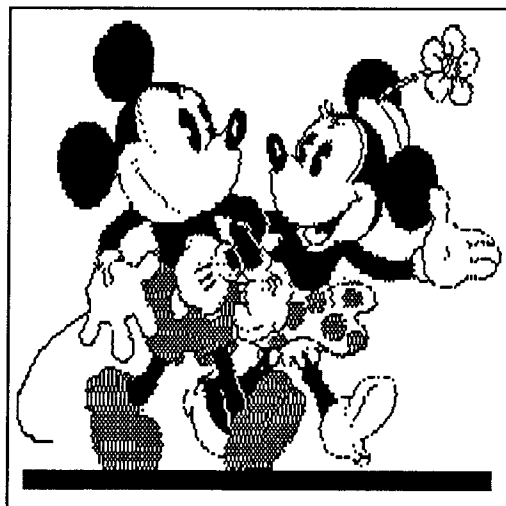
So many quality goods we buy these days are produced by foreign countries, especially Japan. It is to the point where we simply sent them our raw materials, and they make the product to sell to us. That used to be the definition of a colony. We are approaching being a second-class economy, with many of our businesses and properties owned by foreign investors and companies.

TQM is an effort to regain our lead and our prestige. Everyone must pitch in and help to produce quality goods and do quality work, so we may compete with these other countries. The motivation for following TQM in this case is pride in the United States.

CONCLUSION

Look into TQM and see how your country, the Air Force, your program office, and you can benefit from applying its principles and doing the type of quality work you are capable of.

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MICKEY - YOU'RE SO WONDERFUL!
YOU'RE SO INTO TQM!

KAIZEN A JAPANESE PHILOSOPHY

Since TQM concerns trying to achieve Japanese-type quality in the space systems we develop and work we do, it is interesting to examine the reasons for their success. One theory is that the Japanese culture emphasizes quality and continuous improvement in everything they do. That way of thinking is the subject of the book "KAIZEN - The Key to Japan's Competitive Success" by Masaaki Imai. Following, is an excerpt from that book:

"KAIZEN strategy is the single most important concept in Japanese management - the key to Japanese competitive success. KAIZEN means improvement. In the context of this book, KAIZEN means ongoing improvement involving everyone - top management, managers, and workers. In Japan, many systems have been developed to make management and workers KAIZEN-conscious.

KAIZEN is everybody's business. The KAIZEN concept is crucial to understanding the difference between the Japanese and Western approaches to management. If asked to name the most important difference between Japanese and Western management concepts, I would unhesitatingly say, 'Japanese KAIZEN and process-oriented way of thinking versus the West's innovation- and results-oriented thinking.'

KAIZEN is one of the most commonly used words in Japan. In the newspapers and on radio and TV, we are bombarded daily with statements by government officials and politicians regarding the KAIZEN of our trade balance with the United States, the KAIZEN of diplomatic relations with country X, and the KAIZEN of the social welfare system. Both labor and management speak of the KAIZEN of industrial relations.

In business, the concept of KAIZEN is so deeply ingrained in minds of both managers and workers that they don't even realize that they are thinking KAIZEN."

Is this Kaizen for us? Perhaps. It sounds somewhat like a version of our own TQM philosophy. This book is interesting reading on management techniques and is available in the SSD TQM library.

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"They can because they think they can."

- VIRGIL

SBI TQM PROGRESS SHOWN AT NATIONAL SYMPOSIUM

A presentation, "Implementing TQM in the Air Force's Space Based Interceptor (SBI) Program Office," was given at the recent National TQM Symposium in Denver. Gen Randolph, Lt Gen Cromer, Maj Tom Light from SDIO, and others from the military and industry also gave presentations on their organizations' progress in TQM.

The SBI presentation explained how TQM was started in the SPO, listed activities and achievements, and explained the lessons learned in implementing TQM. The good working relationship between the SBI SPO and its contractors, as well as the effort towards using teamwork in all phases of the program, were emphasized.

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CND EXECUTIVE COUNCIL HAS FIRST MEETING

The kick-off meeting of the CND TQM Executive Council was recently held. This council, consisting of the direct reports to Program Director Col John Kidd, is one of the first formed among the CN SPOs.

CND TQM Implementation Manager Michael Friedhoff led the discussion of plans for TQM within their program office, how ideas for improvements will be implemented, and the plans for the formation of program-level PATs.

Lt Col Ed Manko also briefed the council on the progress of the SSD-level PAT for reducing proposal preparation costs.

Other CN SPOs are now establishing their own Executive Councils to work on program TQM issues, PATs, and implementation of TQM.

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