

JK
6349
.T67
Q35
1992



MAR 27 1998

STATE LIBRARY OF IOWA



September 18, 1992 **Quality Improvement Press** Volume 1, Number .

The Quality Revolution

CHANGE is the only constant today. Things will never be the way they were, and old approaches and old solutions to problems facing us now and in the future will not suffice. Individuals, systems, business, and government must be flexible, adaptable, innovative, and proactive in order to survive and carry out their missions. This is why so many organizations are turning to Total Quality Management (TQM).

TQM is both a philosophy and a systematic process for continuous improvement comprised of several principles which includes teamwork, a focus on fixing systems, decision-making based on facts and a customer service emphasis.

Local state government's TQM efforts have grown out of the "Futures Agenda" strategic planning process begun in 1988. The plan identified critical issues that will affect Iowa in the next decade, including the need to effectively respond to the changing needs and growing expectations of Iowa's citizens despite an increasingly tight fiscal environment. A vision for the future direction of state agencies has emerged which includes increasing government's customer service orientation and restoring confidence that Iowa taxpayers are getting value for their investment in government.

The state's TQM planning team proposed a two track approach to implementation.

While recognizing that short term results will be required to sustain momentum, the main focus of the plan is on ensuring long term success.

The first track provides general information, training, and assistance to all interested departments, so that every agency has the opportunity to progress at its own pace.

The second track currently consists of five pilot process improvement projects. The departments of Blind, Economic Development, Employment Services, Personnel, and Transportation are participating in the pilot projects. Agency steering committees identified appropriate processes to be improved, and team members were selected and trained. An experienced facilitator meets with each team for 90 minutes a week to collect, analyze data, identify and implement solutions.

If you want to know more about TQM, please contact the Quality Coordinator for your agency.

QuIP's Goal

The goal of QuIP will be to identify, establish, and maintain mutually beneficial relationships when implementing total quality management, between the State of Iowa and the employees on whom its success or failures depends.

1. **Create** among all employees an awareness of the State of Iowa's basic operations, problems, and goals.
2. **Keep** all employees informed on significant developments that affect the State of Iowa and the employees.
3. **Increase** effectiveness of all employees as ambassadors on and off the job.
4. **Solicit and encourage** employees as ambassadors on and off the job.
5. **Satisfy** employees' desires to be kept informed and to participate in the organization.
6. **Promote** employees to the Governor.

QuIP is published monthly by IQGT. Comments, suggestions welcome, contact:

Beth Johnson
Dept. of Cultural Affairs
402 Iowa Ave.
Iowa City, IA 52240
Phone: (319) 335-3916
Fax: (319) 335-3924

IOWA QUALITY GOVERNMENT TEAM

The Iowa Quality Government Team (IQGT) was formed in July 1990 with the mission to promote and facilitate the adoption of tools and techniques within government that result in positive change and an environment that motivates all levels of employees to deliver quality services by:

- Providing a network for the sharing and dissemination of information on actions which improve the efficiency and responsiveness of the public sector.
- Marketing innovative methods of implementing departmental and statewide strategic plans.
- Advocating and marketing innovations that promote public entrepreneurial management practices.

IQGT is responsible for co-sponsoring the monthly Quality Forums; for publishing the quality newsletter QUP; for reviewing quality informational pieces and making recommendations to state employees, and for assisting as requested with state quality efforts.

IQGT is made up of employees representing various state departments, school districts and local governments. The current members are:

- Blind- Catherine Ford
- Civil Rights- Dawn Peterson
- Cultural Affairs- Beth Johnson
- Cultural Affairs- Nancy Kraft
- Economic Development- Jeff Nall
- Education- Joseph Herry
- Employment Services- Shirley Lemon
- Employment Services- Cheryl Vitinilo
- Human Rights- Eloise Lietzow
- Human Rights- Jane Schockemoehl
- Human Services- Randy Davis, Team Coordinator
- Human Services- Dave Perret
- Human Services- Steve Russell
- Inspections and Appeals- Beverly Zylstra
- Management- Steve Wall
- Natural Resources- Kevin Kane
- Personnel- Raquel Miller
- Public Health- Louise Lex
- Public Safety- Larry Noble
- Revenue and Finance- Mike Lipsman
- Transportation- Keith Hyland
- County Board of Supervisors, Storm Lake- Lorna Burnside
- Lincoln High School, Des Moines- Linda Schlak

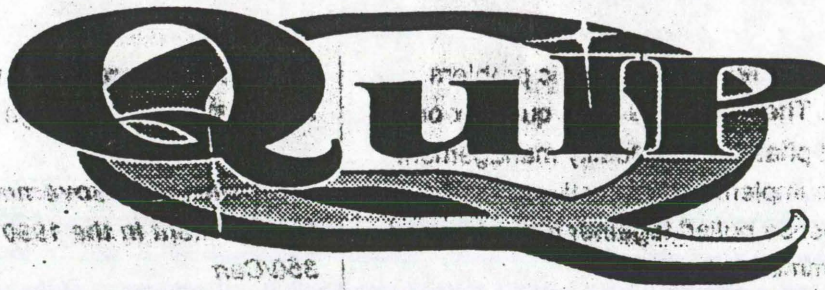
QUALITY COORDINATORS

Each department has appointed a person to coordinate their agency's Total quality management (TQM) initiatives. The purpose of the Quality Coordinators is to break down barriers between departments by meeting regularly to exchange information with other departments, providing feedback regarding the state's overall continuous improvement efforts, and being informed of the various TQM resources and opportunities that are available. The Quality Coordinators will also receive regular quality improvement training and serve as a communication and distribution network of information regarding continuous improvement. The current Quality Coordinators are:

- Blind- Catherine Ford
- Civil Rights- Dawn Peterson
- College Aid Commission- Stu Vos
- Commerce- Janita Cavanaugh
- Corrections- Anne Hills
- Cultural Affairs- Mark Feitzman
- Economic Development- Dennis Guffey and Jeff Nall
- Education- Tim Taylor and Ted Stikwill
- Elder Affairs- Dave Ancell and Ron Beane
- Employment Services- Don Pearson
- General Services- Ken Paulsen
- Governor's Office- Lisa Green
- Human Rights- Eloise Lietzow
- Human Services- Cecelia Johnson
- Inspections and Appeals- Beverly Zylstra
- Management- Steve Wall, State Quality Coordinator
- Natural Resources- Al Farris
- Personnel- Raquel Miller
- Public Defense- Tom Tucker
- Public Health- Louise Lex
- Public Safety- Gene Meyer
- Board of Regents- Carol Kominski
- Transportation- Keith Hyland

COMING:

October Quality Forum
 Chuck Hunter
 Montana Employment Security Agency
 Thursday October 8
 8 to 10 a.m.



October 23, 1992

Quality Improvement Press Volume 1, Number 2

Total Quality Management A Brief History

1930s and 1940s

- **Statistical Process Control (SPC)**...a way to improve quality in mass production, developed by Water Shewhart of AT & T.
- Expanded by Western Electric in Chicago.
- Used successfully during World War II.

1950s

- A.V. Felgenbaum, *Total Quality Control* (New York: McGraw-Hill, 1954).
- W. Edwards Deming and Joseph Juran are invited to teach Statistical Quality Control Techniques in Japan.
- Deming and Juran meet Kaoru Ishikawa.
- Participative management and cooperation are infused into their approach.

1970s

- Deming begins to offer his four-day seminars in the U.S. with small attendance.
- Deming Prize in Japan becomes the highest award for quality improvement. Funded by royalties from Deming's writings.

1980s

- June 24, 1980: NBC aired Whitepaper Program: "If Japan can...Why can't we?"
- Deming Seminars swell in attendance.
- Ford, General Motors, and many others become involved.
- 1985, Department of Defense coins the term - "Total Quality Management".

Learning About TQM

Total Quality Management (TQM) is both a philosophy and a systematic process which applies specific tools for continuous quality improvement. W. Edwards Deming, a native of Iowa, is recognized as the person largely responsible for Japan's economic miracle. His 14 steps to quality represent a management philosophy that is now being used by many U.S. organizations in both the public and a private sectors to increase productivity, cut costs and improve customer service. TQM is a process that is based on team work, customer focus, improving work systems, strategic planning

QUIP is published monthly by IQGT. Comments, suggestions welcome, contact:

Beth Johnson
Dept. of Cultural Affairs
402 Iowa Ave.
Iowa City, IA 52240
Phone: (319) 335-3916
Fax: (319) 335-3924

and managing by fact using specific problem solving tools. The process is not a quick fix or a management phase. For a quality management process to be implemented effectively, these elements must be pulled together into a focused, long term commitment.

Employees have the opportunity to learn about TQM through the following resources: Monthly Quality Forums, Personal Development Seminars, through the QuIP newsletter, and through Lunch and Learn sessions. Contact your department's Quality Coordinator for further details. The November issue of QuIP will begin to outline Deming's 14 points or the principles behind TQM.

Correction—Ted Stilwell is no longer a Quality Coordinator for Department of Education.

Addition – Cindy Morton is the Quality Coordinator for the Department of Revenue and Finance and Mark Edmond is the quality coordinator for the Iowa Law Enforcement Academy.

The State Library of Iowa has the following books available through Interlibrary:

Excellence In Government: Total Quality Management In the 1990's by David Carr
350/Carr

Managing Public Programs: Balancing Politics, Administrations, and Public Needs
edited by Robert E. Cleary
350/Man

Improving Government Performance: Evaluation Strategies for Strengthening Public Agencies and Programs
350.0076/Imp

Video tapes of the past 3 Quality Forums (August, September, October) are available from your Department's Quality Coordinator. If you are interested in future videos contact your Quality Coordinator.

COMING:

November Quality Forum
Susan Leddick
Consultant in Quality Management
Profound Knowledge Resources, Inc.
New State Historical Building
Friday, November 6
10 a.m. to Noon



The Fourteen Points of the Deming Method

1. Create constancy of purpose for improvement of product and service. Stay in business and provide jobs through innovation, research, constant improvement, and maintenance.

2. Adopt the new philosophy. Americans are too tolerant of poor workmanship and sullen service. We need a new religion in which mistakes and negativism are unacceptable.

3. Cease dependence on mass inspection. American firms typically inspect a product as it comes off the line or at major stages. Ineffective products are either thrown out or reworked; both are unnecessarily expensive. In effect, a company is paying workers to make defects and then to correct. Quality comes not from inspection but from improvement of the process. With instruction, workers can be enlisted in this improvement.

4. End the practice of awarding business on price tag alone. Purchasing departments customarily operate on orders to seek the lowest-priced vendor. Frequently, this leads to supplies of low quality. Instead, they should seek the best quality and work to achieve it with a single supplier for any one item in a long-term relationship.

5. Improve constantly and forever the system of production and service. Improvement is not a one-time effort. Management is obligated to continually look for ways to reduce waste and improve quality.

6. Institute training. Too often, workers have learned their job from another worker who was never trained properly. They are forced to follow unintelligible instructions. They can't do their jobs because no one tells them how.

7. Institute leadership. The job of a supervisor is not to tell people what to do or to punish them but to lead. Leading consists of helping people do a better job and of learning by objective methods who is in need of individual help.

(Continued on back)

Quality Forum Speaker: by Bev Zylstra

Dr. Susan Leddick, a consultant in quality management and president of Profound Knowledge Resources, Inc., was the speaker for the November Quality Forum. The Quality Coordinators had the pleasure of having lunch with Susan following the Forum and asking further questions.

In response to a question about which book she would recommend for people just getting into TQM, Susan responded:

- **Both of Mary Walton's books** on Deming
- **The Work of Nations** by Robert Rife
- **The Team Handbook** by Scholte (not for teaching TQM but does cover the mechanics of teams)
- **The Fifth Discipline** by Peter Senge (covers systems thinking very well)

(continued on back)

QuIP is published monthly by IQGT. Comments, suggestions welcome, contact:

Beth Johnson
Dept. of Cultural Affairs
402 Iowa Ave.
Iowa City, IA 52240
Phone: (319) 335-3916
Fax: (319) 335-3924

8. Drive out fear. Many employees are afraid to ask questions or to take a position, even when they do not understand what the job is or what is right or wrong.

9. Break down barriers between staff areas. Often staff areas—departments, units, whatever—are competing with each other or have goals that conflict. They do not work as a team so they can solve or foresee problems. Worse, one department's goals may cause trouble for another.

10. Eliminate slogans, exhortations, and targets for the workforce. These never helped anybody do a good job. Let people put up their own slogans.

11. Eliminate numerical quotas. Quotas take account only of numbers, not quality or methods. They are usually a guarantee of inefficiency and high cost. A person, to hold a job, meets a quota at any cost, without regard of damage to the company.

12. Remove barriers to pride of workmanship. People are eager to do a good job and distressed when they can't. Too often, misguided supervisors, faulty equipment, and defective materials stand in the way. These barriers must be removed.

13. Institute a vigorous program of education and retraining. Both management and the workforce will have to be educated in the new methods, including teamwork and statistical techniques.

14. Take action to accomplish the transformation. It will take a special top management team with a plan of action to carry out the quality mission. Workers can't do it on their own, nor can managers.

Dr. Deming regards a critical mass as vital. Just as workers cannot act alone, neither can top management. Enough people must understand the Fourteen Points to know what to do and how to do it. (*The Fourteen Points* as stated in *The Deming Management Method* by Mary Walton, 1986.)

COMING:

Next Quality Forum:

Deb Corson,

Hawkeye Institute of Technology

"Customer Service: Doing the Right Thing"

January 8, 10 a.m. to Noon

New State Historical Building

• **The Seven Habits of Highly Effective People** by Stephen Covey

• **Principle Centered Leadership** by Stephen Covey (has a lot on Deming)

• **The Future Edge** by Joel Barker

Susan mentioned there are three phases to TQM: Initiation, Implementation, Institutionalization.

In trying to manage with one foot in the old way and one foot in TQM (until you get totally converted to TQM), develop alternatives as you go and eventually the old ways will be eliminated or phased out. You can do the alternatives at the same time as still having to do things the old way. Compare this to getting in a boat with one foot in the boat and one foot on the dock.

Empowerment without vision or common purpose is anarchy. We don't only need to know what we do, but why we do it—does it further our mission?

We need to prioritize our energies on those people who are willing to listen and learn. If you have someone who is really fighting the issue, don't waste your energies. Focus efforts on those who are willing—they are the leaders of tomorrow.

We have direct and indirect customers—the taxpayer is the indirect customer.

Think of change as a kaleidoscope—the same elements make different pictures.

Principles are universal; practices are unique.

People are intrinsically motivated.

Video Tapes:

Mark Edmund from the Law Enforcement Academy is offering a subscription service for video tapes from the Quality Forums. Each department would pay an annual subscription fee to cover the cost of the blank tapes, dubbing and mailing, without the hassle of having to send the blank tapes to Mark each month. Mark will order, copy and send to those subscribing. If we want more than one copy of each tape, the subscription service provides the opportunity to order these as well. IDOP will no longer be providing free tapes to Quality Coordinators, so please subscribe now if you wish to continue receiving copies.

ORDER FORM

Quality Forum Video Tapes

Remaining FY-93 Programs

December 1992 through June 1993

7 tapes **\$31.50** a set

_____ Number of sets

Ship to:

Bill to:

_____	_____
_____	_____
_____	_____

Your agency account # to be charged _____

Additional copies of Individual programs available at \$4.50 each. Contact:

Mark Edmund
Iowa Law Enforcement Academy
515-242-5357

Authorized Signature _____

* If shipping to more than one location, please complete the below:

Name _____

Department _____

Address _____

If it is necessary to ship via U.S. Postal Service or United Parcel, actual shipping charges will be billed.

