

Lean Office - Total Quality Management

Superfactory Excellence Program™
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Objectives

- What is Quality
- Service Quality
- Evolution of Quality
- Total Quality Management
- Employee Involvement
- Cost of Quality
- Quality Awards
- The Quality Management System
 - 1. Leadership
 - 2. Strategic planning
 - 3. Customer satisfaction
 - 4. Performance management
 - 5. Human resources
 - 7. Supplier partnerships
 - 8. Results

What Is Quality?

- “The degree of excellence of a thing”
(Webster’s Dictionary)
- “The totality of features and characteristics that satisfy needs” (ASQC)
- Fitness for use

Definitions of Quality

- **ASQ:** Product characteristics & features that affect customer satisfaction
- **User-Based:** What consumer says it is
- **Manufacturing-Based:** Degree to which a product conforms to *design* specification
- **Product-Based:** Level of measurable product characteristic

International Quality Standards

- Industrial Standard Z8101-1981 (Japan)
 - Specification for TQM
- ISO 9000 series (Europe/EC)
 - Common quality standards for products sold in Europe (even if made in U.S.)
- ISO 14000 series (Europe/EC)
 - Standards for recycling, labeling etc.
- ASQC Q90 series; MILSTD (U.S.)

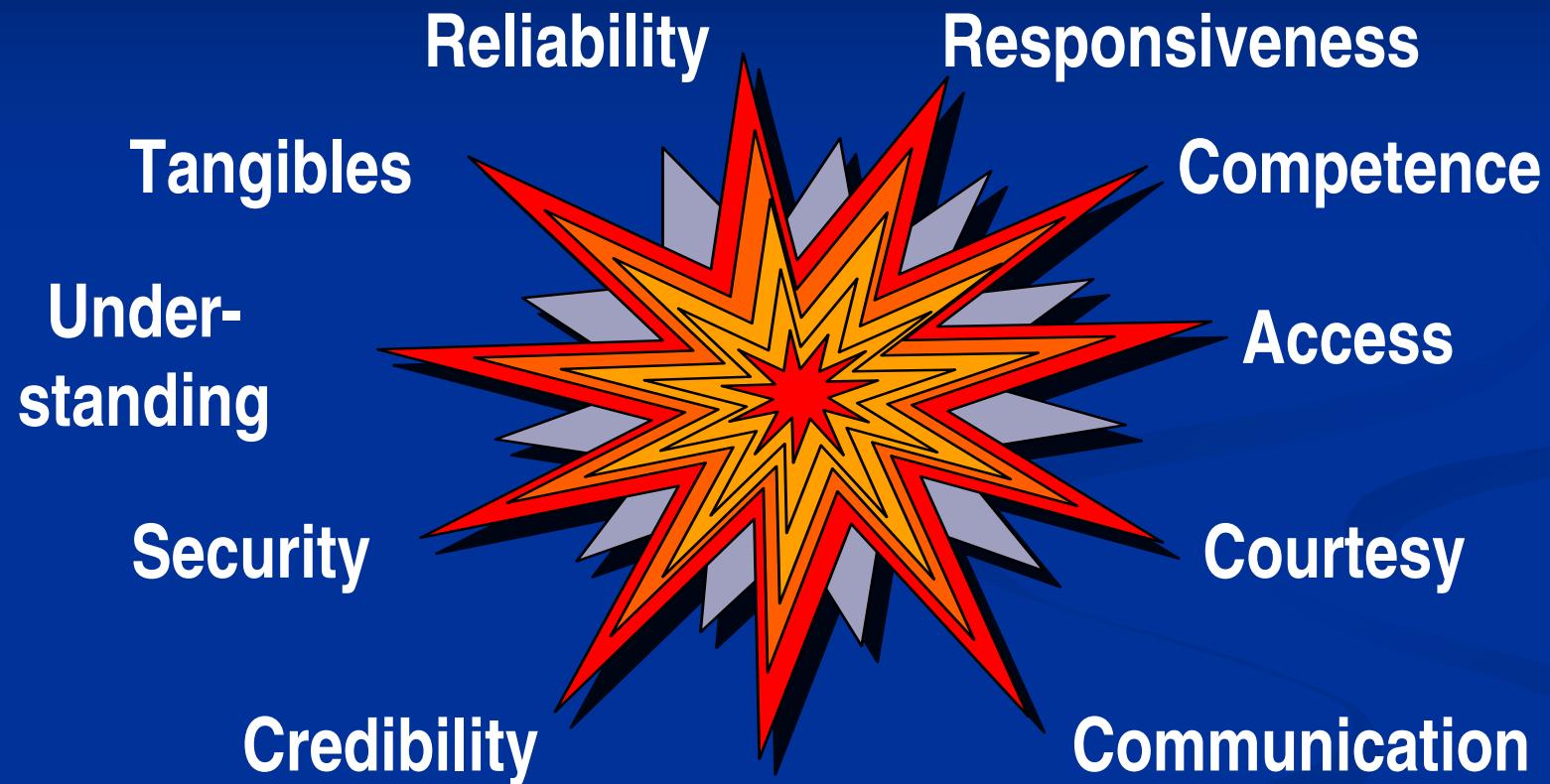
What are the dimensions of Product Quality



Dimensions of Service Quality



Service Quality Attributes



TQM In Services

- Service quality is more difficult to measure than for goods
- Service quality perceptions depend on
 - Expectations versus reality
 - Process and outcome
- Types of service quality
 - Normal: Routine service delivery
 - Exceptional: How problems are handled

Evolution of Quality Management

From

- Quality Control
- Testing and Inspection
- Quality Dept. as a police force—protecting the customer
- Higher quality implied higher cost
- Conformance to spec
- Workers the source of most problems

To

- Quality Management
- Building Process Capability
- Everyone owns the quality of their work
- Quality is the key to improving cost and performance
- Fitness for use
- Process source of most defects

Deming's 14 Points

1. Create constancy of purpose
2. Adopt philosophy of prevention
3. Cease mass inspection
4. Select a few suppliers based on quality
5. Constantly improve system and workers
6. Institute worker training
7. Instill leadership among supervisors
8. Eliminate fear among employees
9. Eliminate barriers between departments
10. Eliminate slogans
11. Remove numerical quotas
12. Enhance worker pride
13. Institute vigorous training & education programs
14. Implement these 13 points

Total Quality Management

Encompasses entire organization, from supplier to customer
Stresses a commitment by management to have a continuing
company-wide drive toward excellence in all aspects of
products and services that are important to the **customer**.

Total Quality Management Practices

1. Customer defined quality
2. Top management leadership
3. Quality as a strategic issue
4. All employees responsible for quality
5. Continuous improvement/Benchmarking
6. Shared problem solving
7. Statistical quality control
8. Training & education for all employees

Quality as a Strategic Issue

- Quality is key to effective strategy
- Clear strategic goal, vision, mission
- High quality goals
- Operational plans & policies linked to goals
- Feedback mechanism
- Strong leadership