

TOTAL QUALITY MANAGEMENT: A MEANS TO CHANGE AND REFORM PUBLIC ORGANIZATIONS

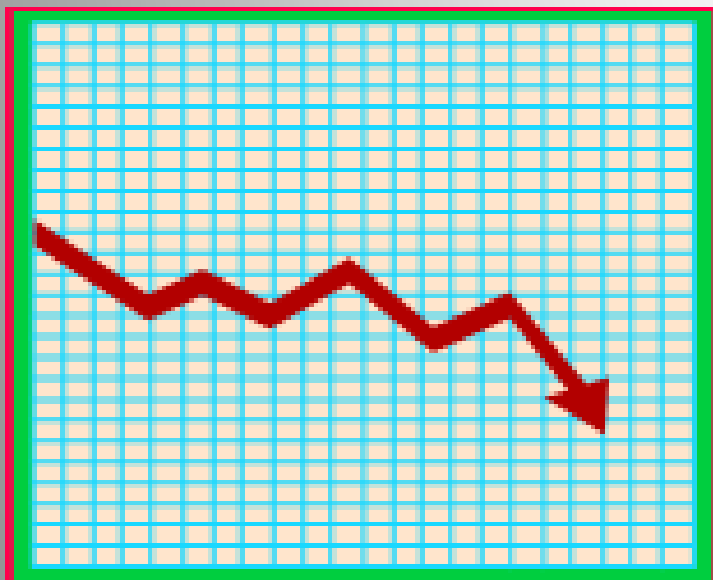
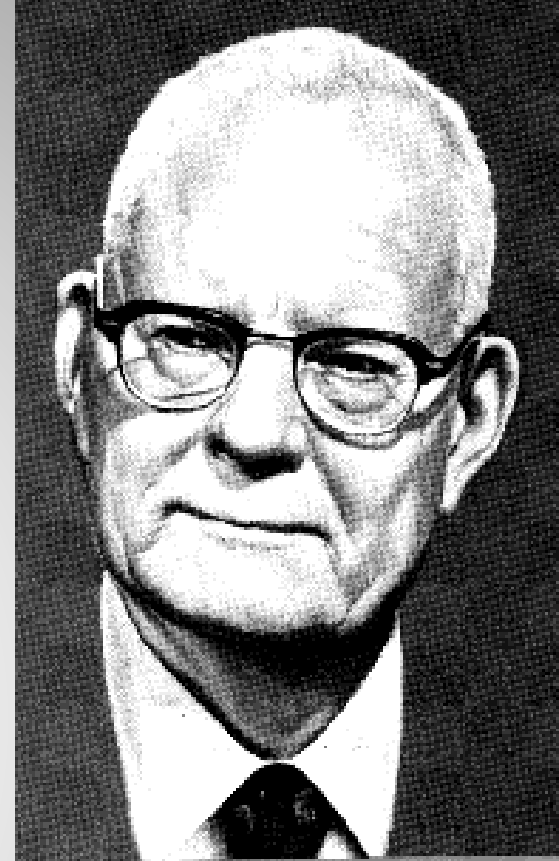
This is a presentation given by ICA Colleague Jim Troxel when he was with Millennia Consulting on TQM. It describes TQM applied to public service organizations led by labor-management teams. This presentation was prepared for graduate students at the University of Illinois: Chicago. Circa 2012.

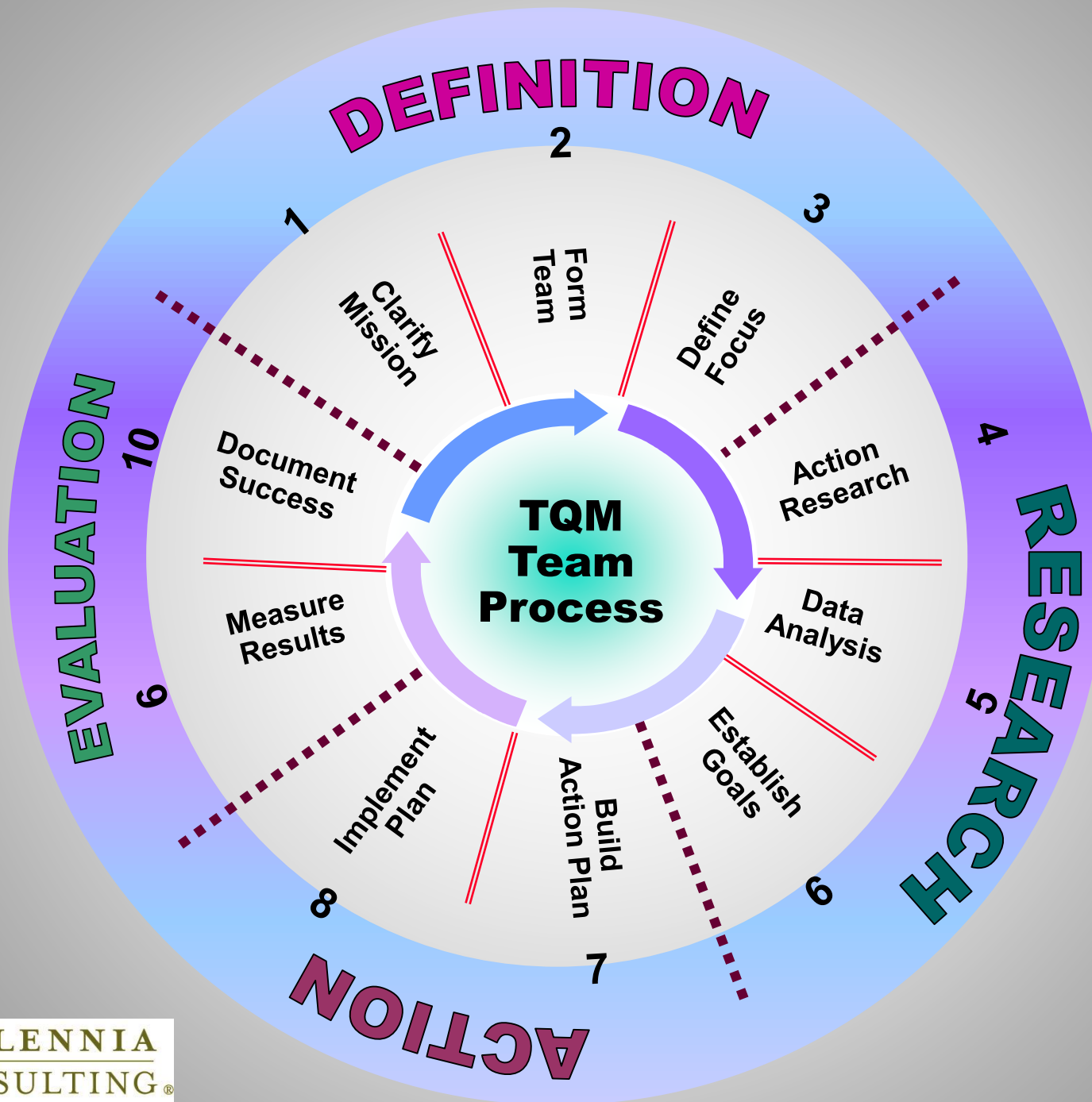
TQM

Total Quality Management -- a management concept pioneered by W. Edwards Deming.

**The basic principles for the TQM philosophy of public service are:
to satisfy the citizen,**

**while limiting errors,
decreasing cycle time,
and continuously improving
business processes.**





STEP 1 - CLARIFY THE MISSION

CRITERIA FOR TQM PROJECTS:

**TO SOLVE OR ADDRESS AN ISSUE IN
PROVIDING TOP QUALITY SERVICE TO THE
CITIZENS**

- **Potential to Empower Employees**
- **Potential to be Highly Doable**
- **Potential for Multiplier Effect**
- **Potential to Make a Difference**
- **Potential to Increase Satisfaction of both the Internal and External Customers**



STEP 2 - FORM THE TEAM



Team Profile:

- 6-8 members
- Closely related to the topic under review
- Labor & Management team co-leaders
- Teams meet once a week
- Notes of meetings maintained and shared

STEP 2 - FORM THE TEAM

TOOL: TEAM CHARTER

APSC/DEPARTMENT OF HUMAN SERVICES
EMPLOYEE INVOLVEMENT PROCESS

PROJECT TEAM CHARTER

TEAM NAME:

TEAM CO-LEADERS:

TEAM MEMBERS:

PROJECT MISSION:

MEASURABLE OUTCOMES:

PROJECT COMPLETION DATE:

BOUNDARIES OR CONSTRAINTS:

FACILITY STEERING GROUP LIAISON

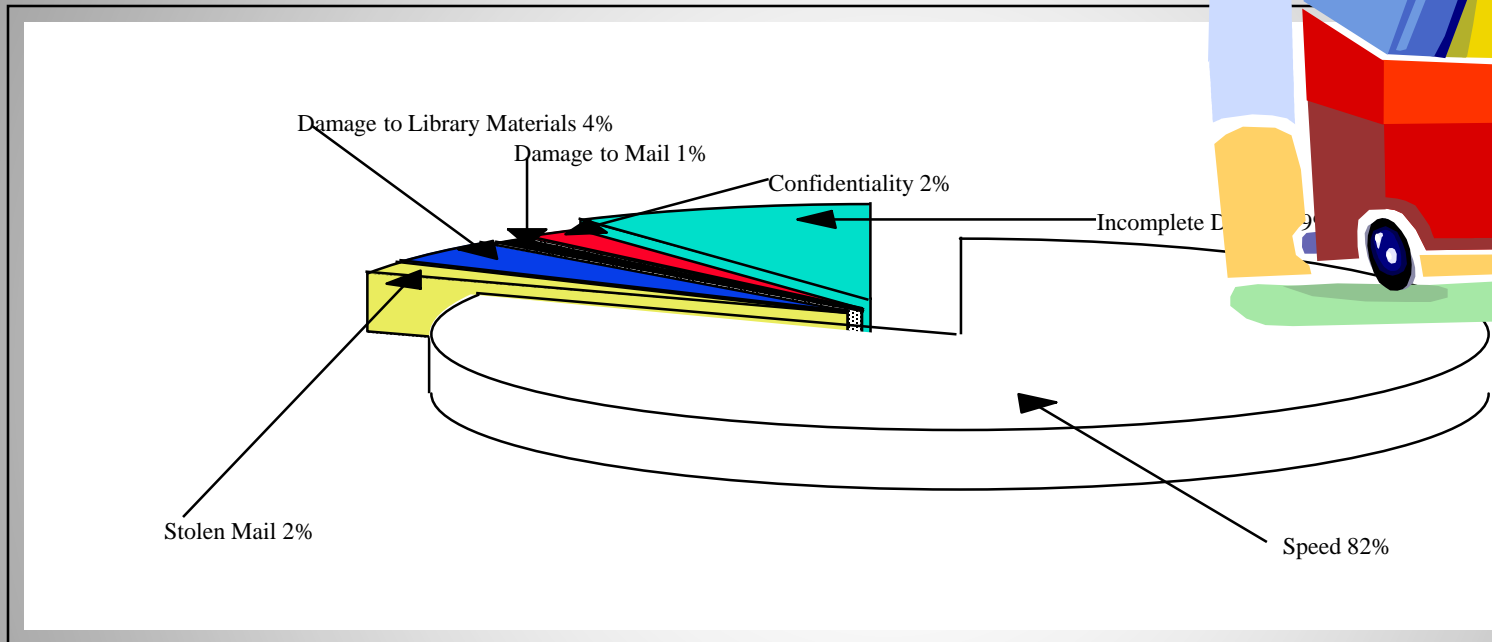
STEERING GROUP CO-CHAIRS:



STEP 3 - DEFINE THE FOCUS

TOOL: CUSTOMER SURVEY

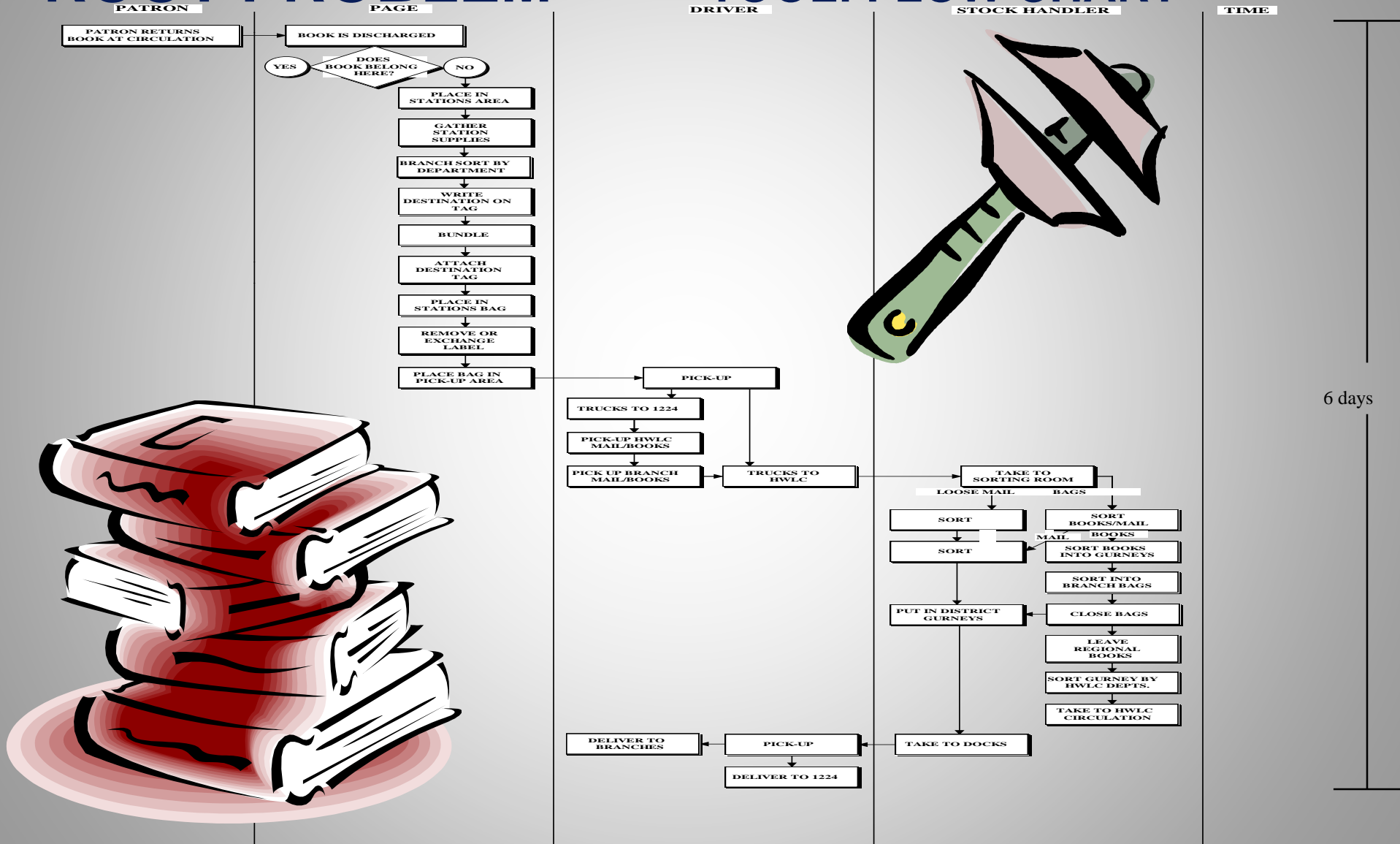
PERCENT OF RESPONDENTS RANKING DELIVERY CHARACTERISTIC AS TOP PRIORITY



CONCLUSION: Speed is the overwhelming priority of the customers of the inter-branch mail delivery system at the Chicago Public Library. As determined by customer quality indicators identified through the survey instrument, the team defined their problem as: The cycle time for inter-branch delivery of mail and materials is too long.

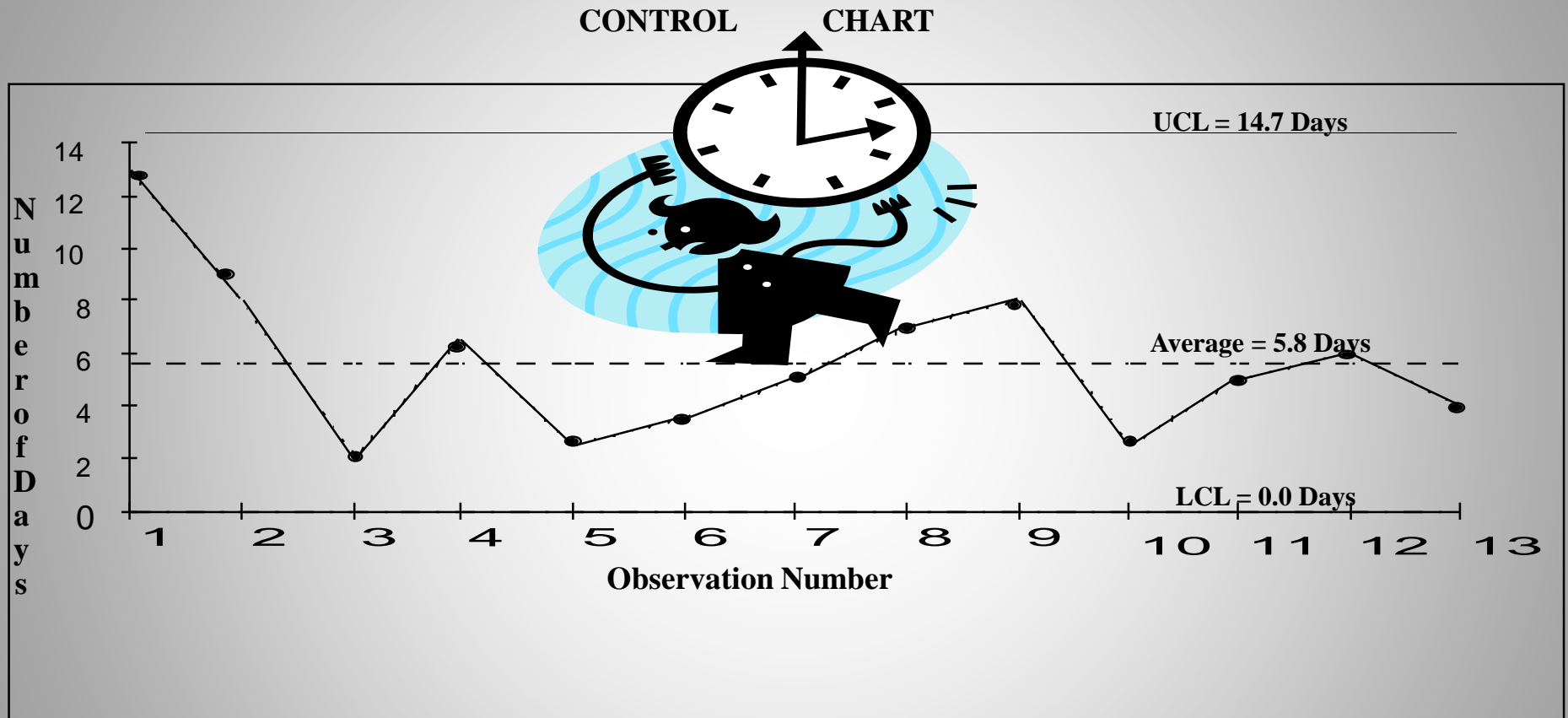
STEP 4 - ACTION RESEARCH: IDENTIFY ROOT PROBLEM

TOOL: FLOW CHART



STEP 4 - ACTION RESEARCH: IDENTIFY ROOT PROBLEM

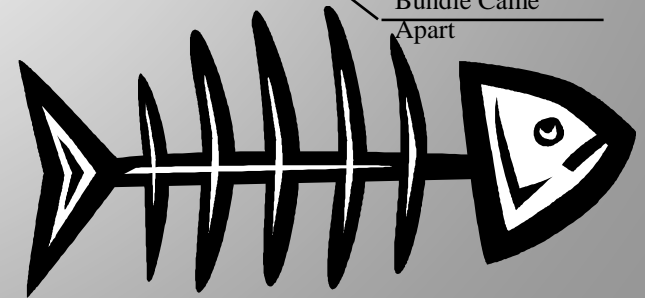
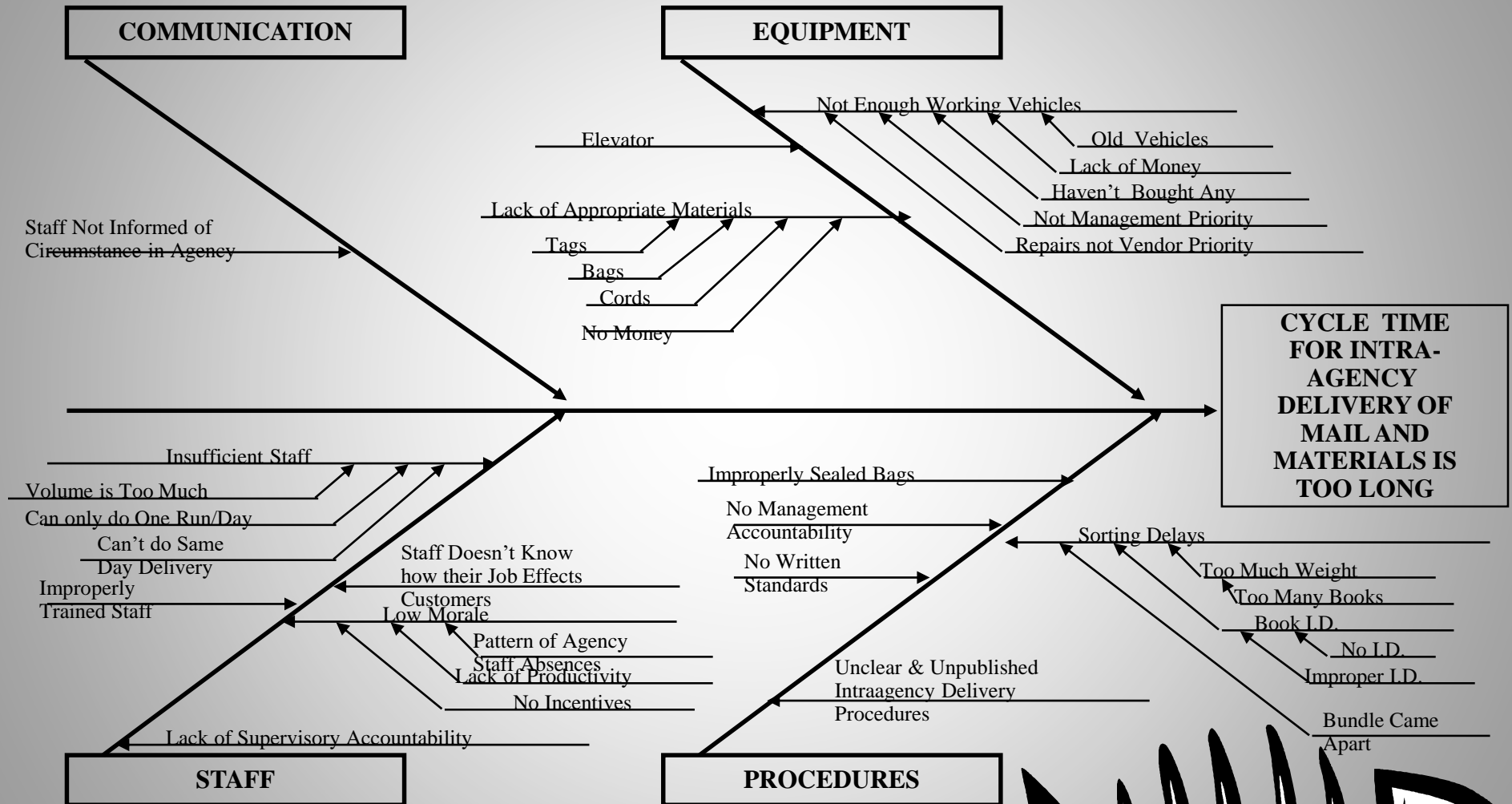
TOOL: BASELINE MEASURE



CONCLUSION: It currently takes 5.8 days, on average for a book to travel between branches in the inter-branch delivery system.

STEP 4 - ACTION RESEARCH: IDENTIFY ROOT PROBLEM

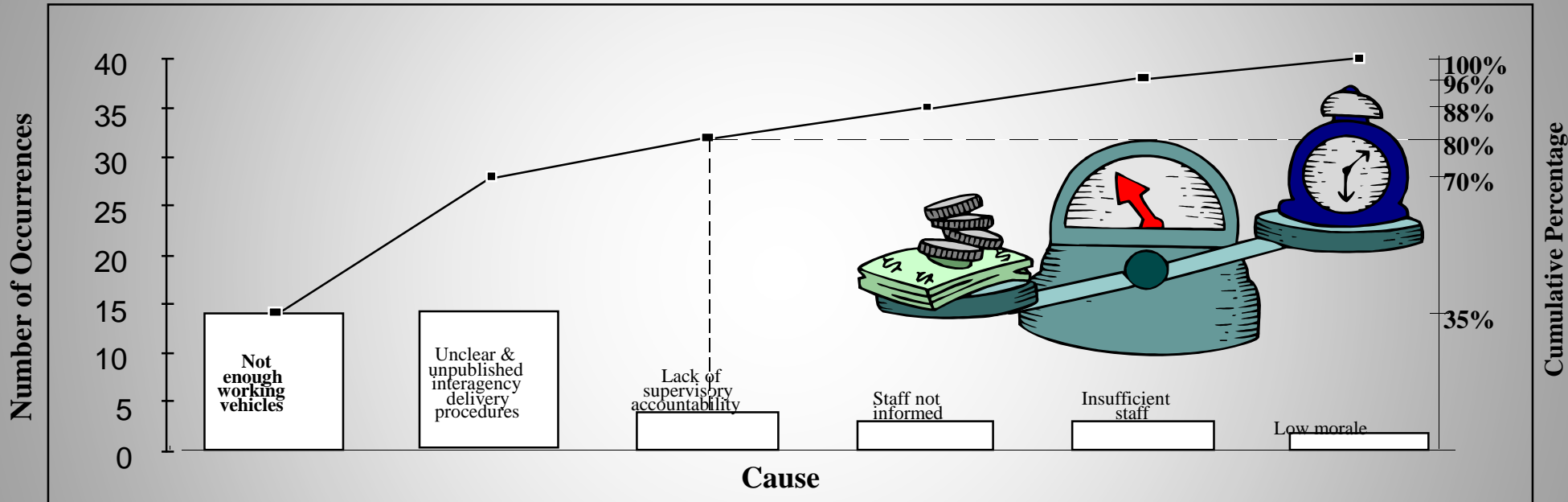
TOOL: CAUSE AND EFFECT DIAGRAM



STEP 5 - DATA ANALYSIS: IDENTIFY ROOT PROBLEM

TOOL: ROOT CAUSE VERIFICATION DATA

LONG CYCLE-TIME FOR INTERAGENCY

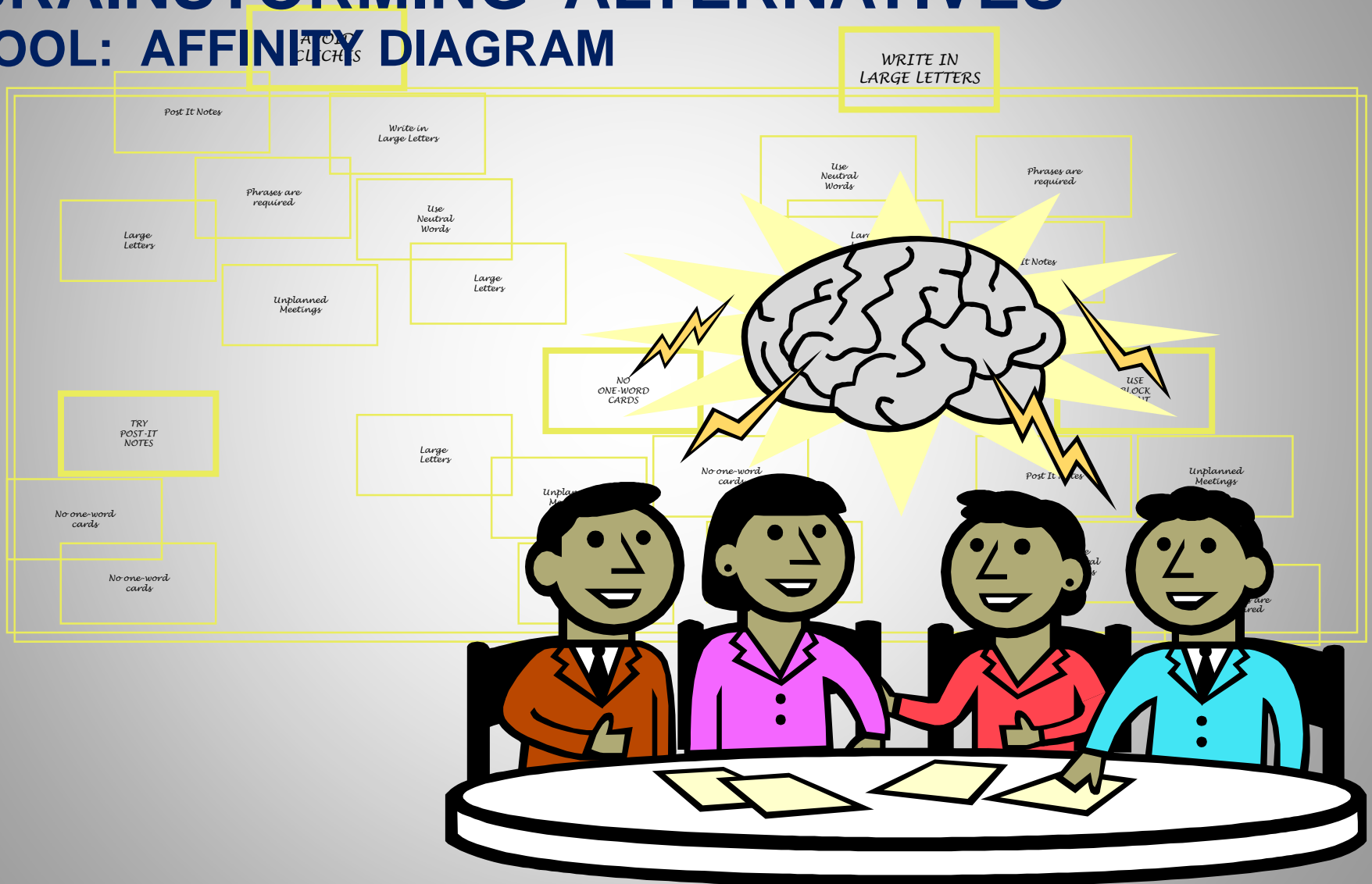


CONCLUSION: Eighty percent of the long cycle-time problem in the inter-agency delivery system is due to:

- Not enough working vehicles
- Unclear & unpublished interagency delivery procedures
- Lack of supervisory accountability

STEP 6 - ESTABLISH GOALS BY BRAINSTORMING ALTERNATIVES

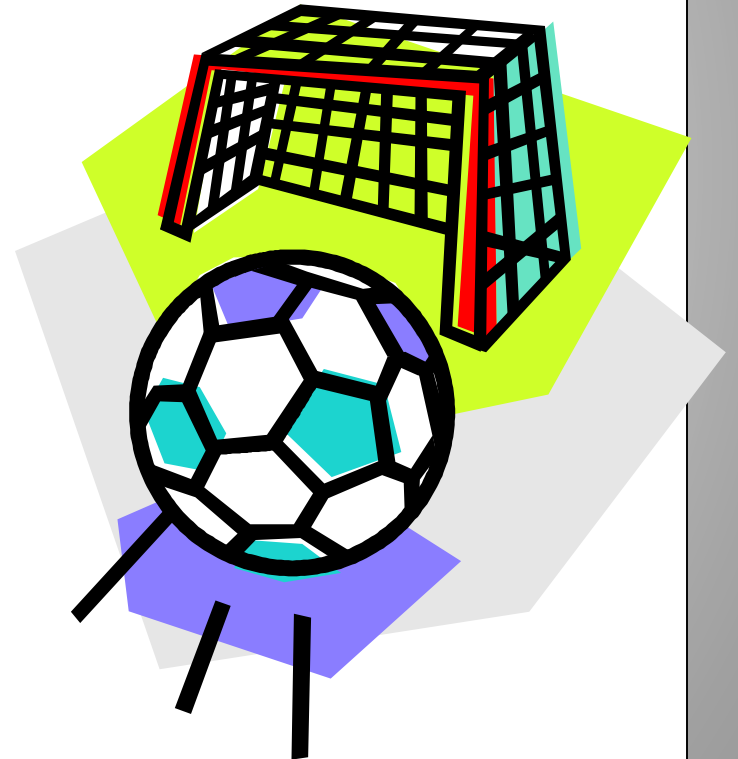
TOOL: AFFINITY DIAGRAM



STEP 6 - ESTABLISH GOALS

GOOD GOALS ARE S.M.A.R.T. GOALS

- SPECIFIC
- MEASURABLE
- ATTAINABLE
- REALISTIC
- TIME-BOUND



STEP 7 - DEVELOP ACTION PLAN

TOOL: PROJECT ACTION PLAN

Key aspects of implementation/goals:

1. Intradistrict mail and book delivery system in Northeast District branches and Sulzer regional library-decreased delivery time and consistent delivery.
2. Use Translogic for Harold Washington library center mail delivery to public service departments-additional a.m. and p.m. delivery.
3. Driver/vehicle will be available for Northeast District and Sulzer regional mail and book delivery-consistent daily stations, reliable delivery schedule.

Weeks 1 & 2 Plan:

Team will provide training, technical assistance,
and supplies to NE/Sulzer staff
T.B. will train NE driver
Establish pilot hotline
T.B. will monitor driver feedback throughout the pilot starting

Date Due

(11/6)

(11/6)

(11/6)

(11/6)

Weeks 3 & 4 Plan:

M.G. and V.B. will interview NE district unit heads and
Sulzer director/department heads
Team will meet
D.N. will ride the route four-five nights.
T.B. and V.B. will monitor the pilot hotline

(11/27)

(11/20, 11/27)

Weeks 5 & 6 Plan:

M.G., T.B., and V.B. will report and recommend
procedure revisions
Team will meet
R.W. will interview HWLC unit heads
D.N., T.B. will ride NE district route four-five nights.

(12/4)

(12/4, 12/11)

(12/11)

Weeks 7 & 8 Plan:

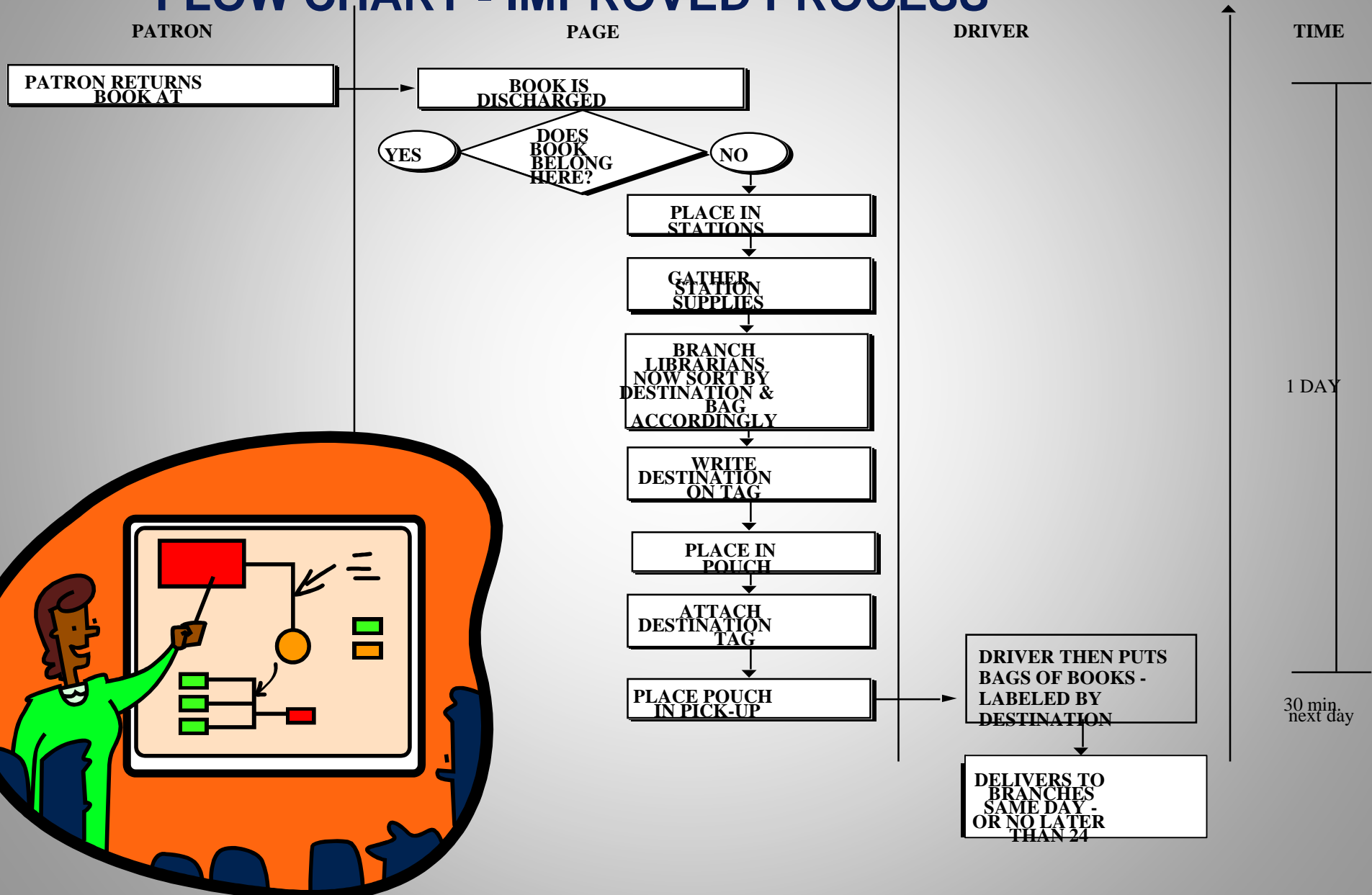
M.G. and V.B. will compile interview data and do
preliminary pilot evaluation

(12/18)



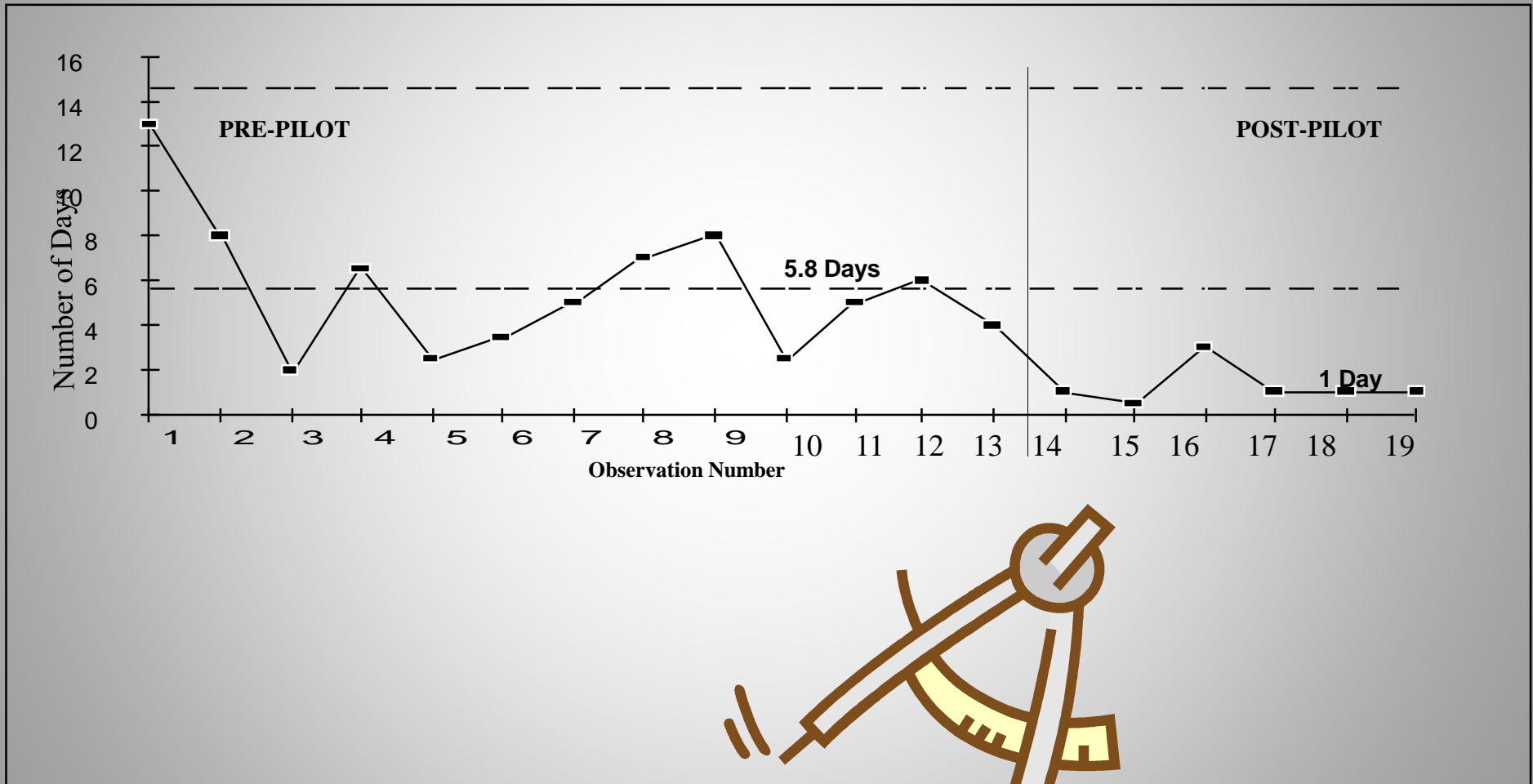
STEP 8 - IMPLEMENT ACTION PLAN

FLOW CHART - IMPROVED PROCESS



STEP 9 - MEASURE THE RESULTS

CONTROL CHART
CYCLE TIME FOR INTER-BRANCH BOOK DELIVERY



STEP 10 - MEASURE THE RESULTS

IMPROVED PROCESS PERFORMANCE

BASELINE MEASURE

As of December 31, 1992, the average cycle-time for inter-branch delivery of mail and materials was 36 hours and continuing to improve.

IMPLEMENTATION COSTS

DIRECT DOLLAR COSTS = \$5,500

UNMEASURED INDIRECT COSTS INCLUDE:

Manhours for Training
Driver Overtime While Learning New Process
Project Team Planning Time

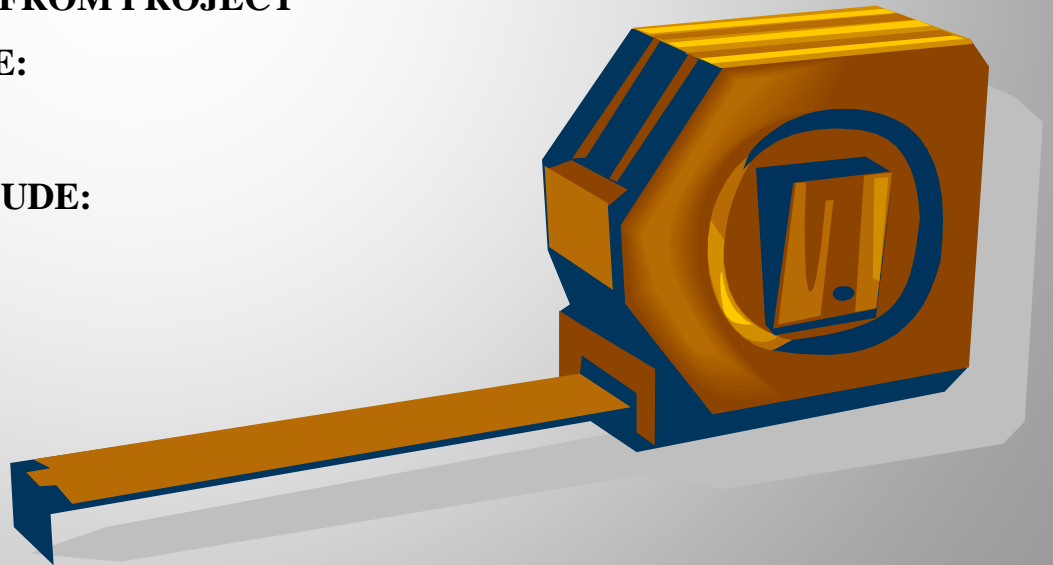
SAVINGS FROM PROJECT

DIRECT DOLLAR SAVINGS INCLUDE:

Travel Reimbursements for Hand Delivery
Stamps for Mail Delivery

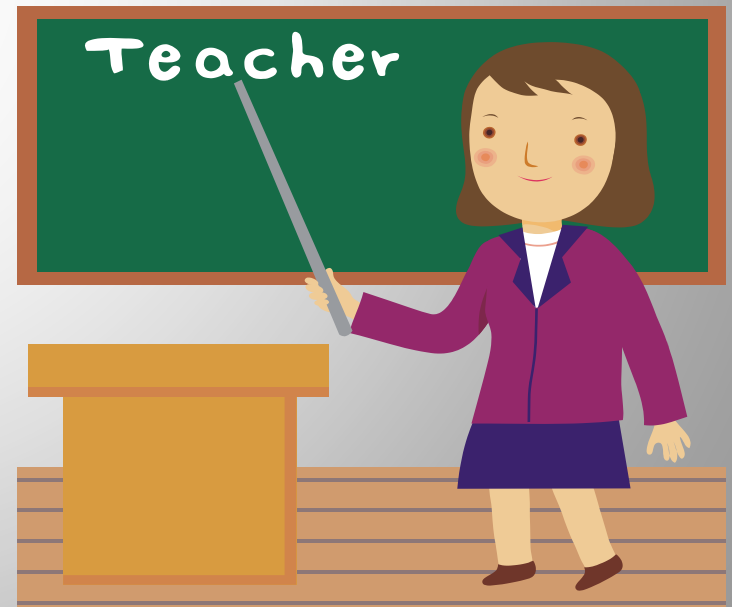
INDIRECT DOLLAR SAVINGS INCLUDE:

Manhours for Delivery
Manhours for Follow-Up on Lost Items
Customer Satisfaction



LESSONS LEARNED

- What gets measured, gets done
- The 80/20 Pareto Principle is the way life is
- Nobody enthusiastically implements a plan they did not help build
- Professional group process facilitation required



TQM BENEFITS

- **Better problem-solving**
- **Better decision-making**
- **Higher quality products & services**
- **Recognize importance of change**
- **Less absenteeism & turnover**
- **Reduction in grievances**
- **Improved employee morale**
- **Better management/employee relations**



SUMMARY

TQM IS NOT

- A way to get more from employees
- A “window dressing” for participation
- A fad, trend, or something in vogue
- A short-term solution or quick-fix

TQM IS

- A philosophy, culture, & process
- Data-based decision making
- Employees are active participants in their organization's operations.



THANK YOU

- For more information contact:

Jim Troxel

Millennia Consulting, LLC

28 East Jackson Blvd., Suite 1020

Chicago, IL 60604 USA

Tel: 1-312-922-9920, X8

Email: Troxel@ConsultMillennia.com

Web: www.ConsultMillennia.com



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