

Process and Maturity of 'Quality'

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Total Quality Management (TQM)

TQM is a Management technique and evolved in 1950s mainly focuses on culture, organization and attitude. Both Management and employees together involved in continuous improvement of a product or a service to meet customer needs and organizational objectives – Khurram Hashmi

TQM Standards

- Quality management systems standards take into consideration eight quality management principles namely - customer focus, leadership, involvement of people, process approach, system approach to management, continual improvement, factual approach to decision making, and mutually beneficial supplier relationships, which are relevant and applicable to all organizations providing service.
- Components of Quality – Quality Planning, Implementation, Monitoring and Control

Principles of TQM

The key principles of TQM are as following

Management Commitment

- Plan (drive, direct)
- Do (deploy, support, participate)
- Check (review)
- Act (recognize, communicate, revise)

Employee Empowerment

- Training
- Suggestion scheme
- Measurement and recognition
- Excellence teams

Fact Based Decision Making

Continuous Improvement

- Systematic measurement and focus on ConQ
- Excellence teams
- Cross-functional process management
- Attain, maintain, improve standards

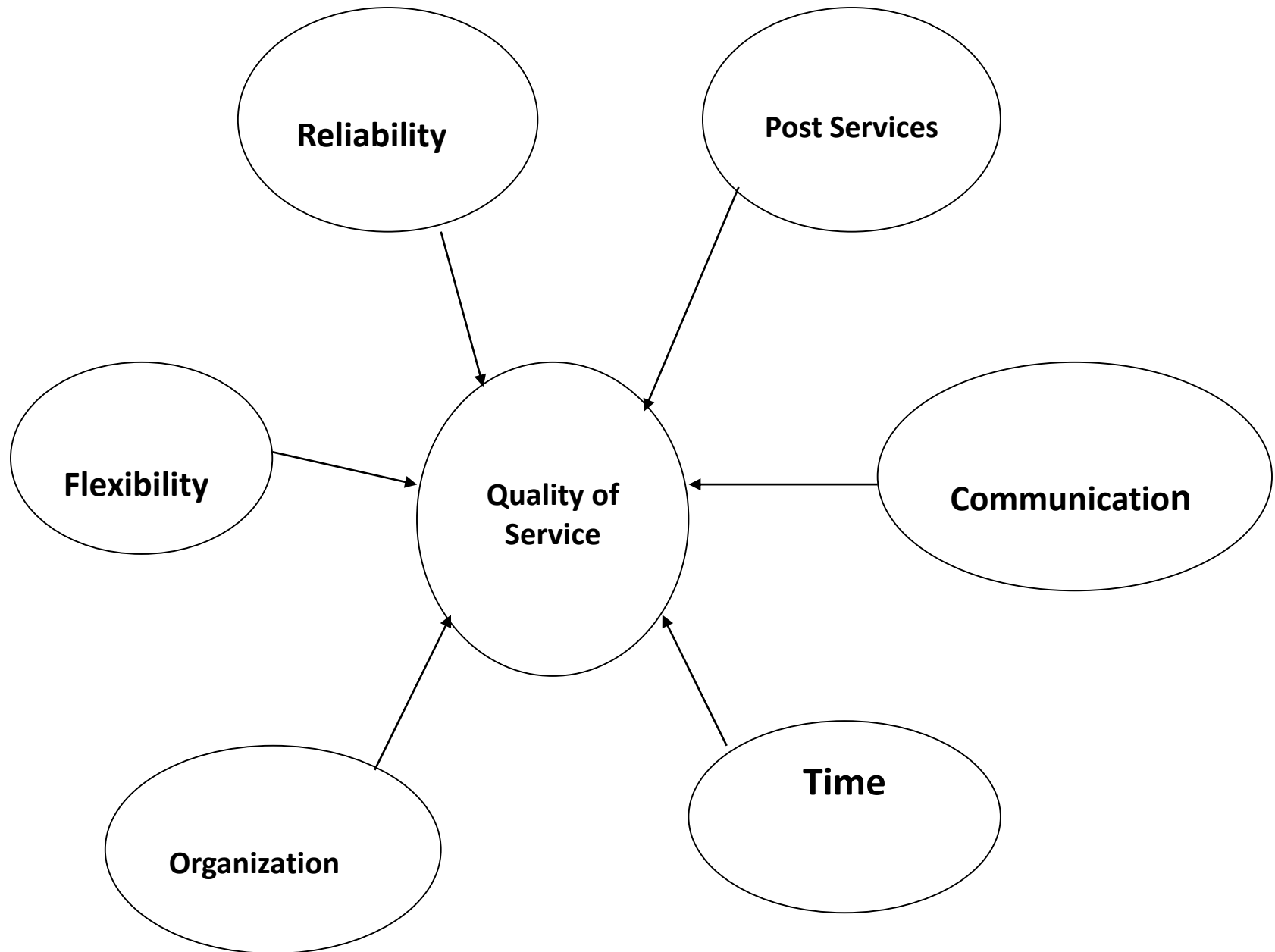
Customer Focus

- Supplier partnership
- Service relationship with internal customers
- Never compromise quality
- Customer driven standards

The Concept of Continuous Improvement by TQM

TQM is mainly concerned with continuous improvement in all work, from high level strategic planning and decision-making, to detailed execution of work elements on the shop floor. It stems from the belief that mistakes can be avoided and defects can be prevented. It leads to continuously improving results, in all aspects of work, as a result of continuously improving capabilities, people, processes, technology and machine capabilities.

Quality and Services

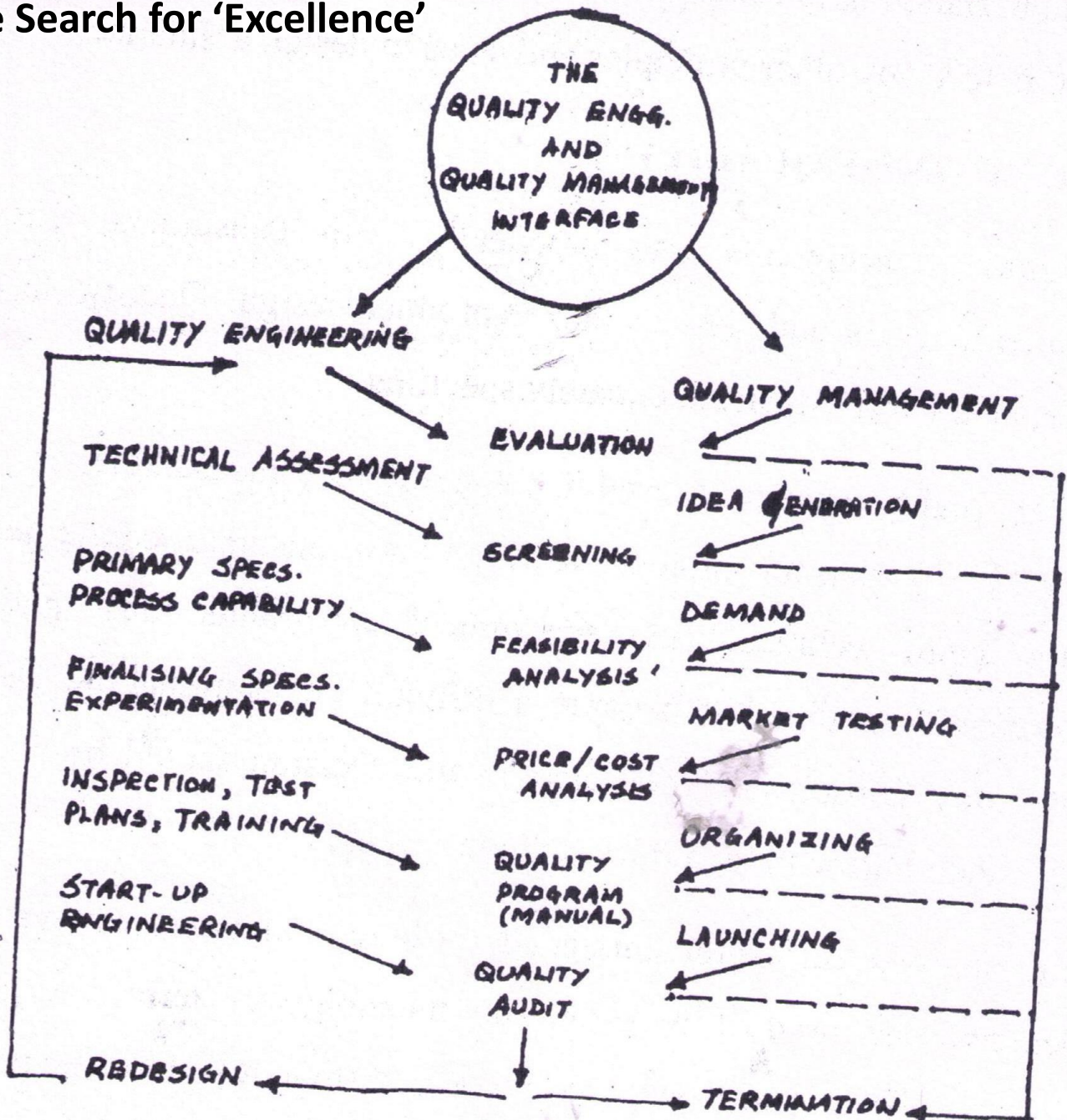


'Quality' Process

Perfection , Consistency , Speed of Delivery, Compliance with Policies and Procedures, Delighting or Pleasing Citizens

- Organizational Level :Which Products/Services Meet Expectations? Which Products/Services You need to get?
- Process Level : What Products/Services are important to External Customers? What are the necessary Processes to produce those Products? What are Key Inputs for those Processes?, Which Process has maximum importance to Organization's Performance?
- Individual - Job Level : What do the Customers want ? Can we Measure those Requirements ? What is Specific Standard for each Measure?

Quality is the Search for 'Excellence'



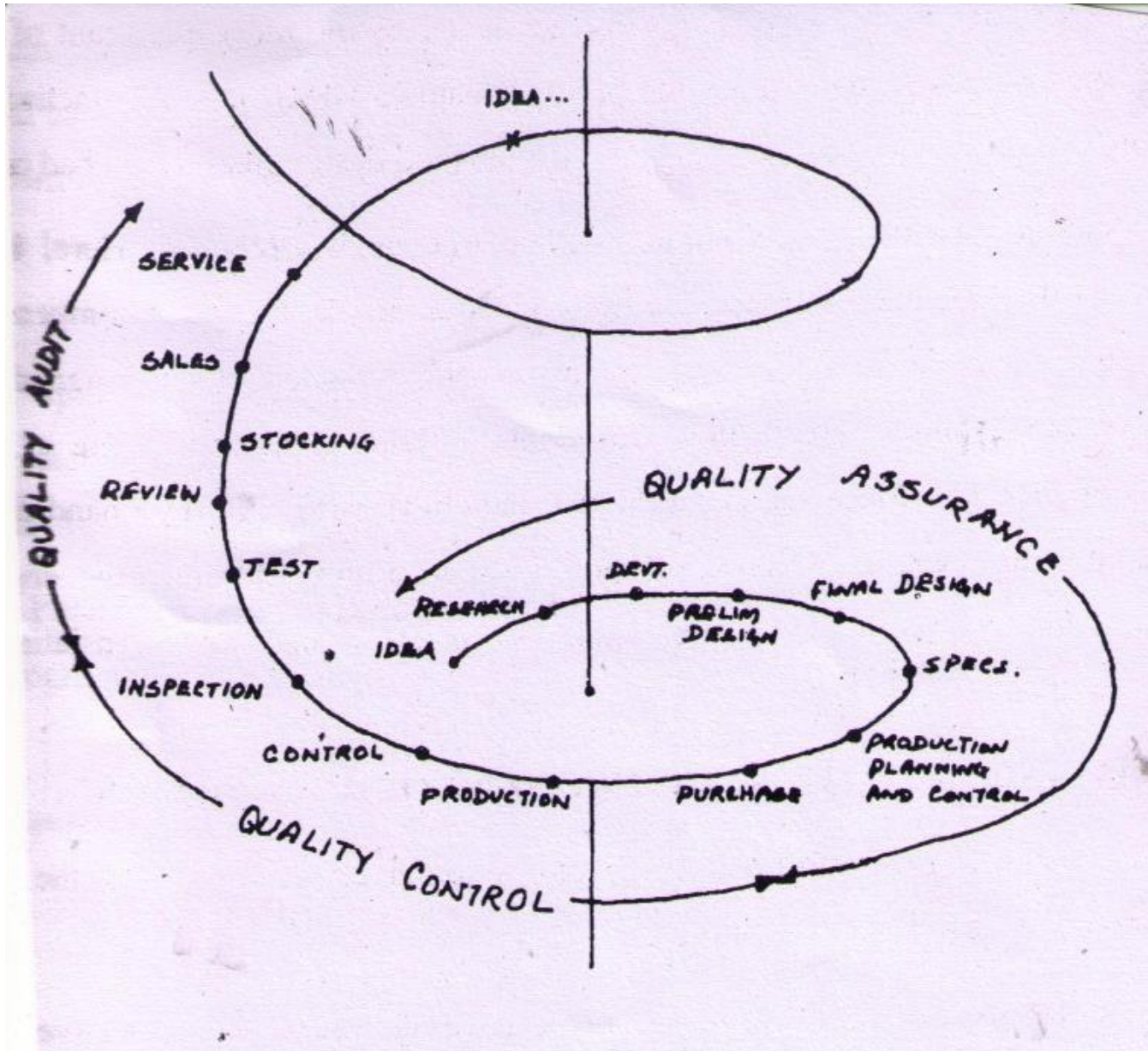
Reasons for Failures

- Lack of Leadership of Top Management
- Lack of Infrastructure for Quality
- Skepticism about the Quality Program among Employees
- Failure to start small and learn from Pilot Programs
- Reliance on Specific Techniques as Primary Means
- Underestimation of Time and Resources required
- A Version to Change
- Lack of Faith and Support
- A Negative Attitude
- Lack of Interest
- Secretive Style of Functioning
- Fear and Misunderstanding
- Unawareness of Techniques
- Non Participation of Workers
- Inadequacy of Management Vision
- Lack of Communication
- Resistance From Employees

Quality Manual – 11 Rules

- (1) Create Mission Statement
- (2) Determine Output
- (3) Identify Customers
- (4) Define Customer Requirements
- (5) Develop Output Specifications
- (6) Define Group Work Process
- (7) Identified Measurement of Output
- (8) Define the Problem
- (9) Establish a Project Team
- (10) Measure Customer Satisfaction &
- (11) Prepare Work Breakdown Structures

Quality is a Customer's determination not the Manufacturers.



'Quality' - Maturity

- Ignoring Competition
- Exploring Citizen Preferences
- Installing, Embedding and Driving
- Integrating and Continuing
- Resources, Leadership and People Management
- Overall, accelerated Improvement
- Citizen Satisfaction
- Service Features [Accuracy, Timeliness, Friendliness, Courtesy, Knowledge of the Service]
- Quality Circle (Groups)
- ISO & BIS Standards for Quality

International Standards Organization (ISO)

Five Objectives

1. Achieve, maintain and seek to continuously improve product quality in relation to requirements
2. Improve quality to meet customers' and stakeholders' needs
3. Provide confidence to Internal Management that Quality Requirements are met
4. Provide Confidence to Customers of meeting Quality Requirements and
5. Provide Confidence that Quality System Requirements are being fulfilled

Quality - Significance

Reputation & Image [Rolls Royce Vs. Maruti]

Costs [Gillette Vs. Wilkinson]

Productivity [Japan Vs. USA & China Vs. India]

Organization's Liability [Appearance is imp. for
Textiles & Cleanliness is for Medical/Health &
Content is important for Education]

Achieving Robust Quality Design is the Goal

Conclusion: Winning customers i.e., Serving
towards Citizen's Satisfaction is the ultimate
goal for Governments

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3. Department of Administrative Reforms and Public Grievances (DARPG), Govt. of India & Quality Council of India (QCI) 'Excellence in Public Service Delivery' – Implementation of Assessment – Improvement Framework, Training Manual