

TOTAL QUALITY MANAGEMENT IN GOVERNMENT SERVICES

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QUALITY

- ✓ Quality is excellence that is better than a minimum standard.
- ✓ It is conformance to standards and 'fitness of purpose'
- ✓ ISO 9000:2000 definition of quality-
It is the degree to which a set of inherent characteristics fulfills requirements
- ✓ Quality is 'fitness for use' of the product -*Joseph Juran.*

QUALITY AND CUSTOMER EXPECTATIONS

- ✓ Quality is also defined as excellence in the product or service that fulfills or exceeds the expectations of the customer.
- ✓ There are **9 dimensions of quality** that may be found in products that produce customer-satisfaction.
- ✓ Though quality is a perception, it has a quantitative measure-

$$Q = (P / E)$$

where,

Q=quality,

P= performance(as measured by the Mfgr.), and

E = expectations(of the customer)

DEFINITION OF QUALITY

- ✓ Different people interpret quality differently. Few can define quality in measurable terms that can be proved operationalized.
- ✓ When asked what differentiates their product or service;
 - The **banker** will answer "service"
 - The **healthcare** worker will answer "quality health care"
 - The **hotel employee** will answer "customer satisfaction"
 - The **manufacturer** will simply answer "quality product"

- ✓ Quality is **not fine-tuning your product at the final stage** of manufacturing, before packaging and shipping
- ✓ **Quality is in-built into the product at every stage** from conceiving –specification & design stages to prototyping – testing and manufacturing stages
- ✓ **TQM philosophy and guiding principles** continuously improve the Organisation processes and result in customer satisfaction

TOTAL QUALITY MANAGEMENT

- ✓ Total Quality Management (TQ, QM or TQM) are sweeping “culture change” efforts to position a company for greater customer satisfaction, profitability and competitiveness
- ✓ TQ may be defined as managing the entire organization so that it excels on all dimensions of products and services that are important to the customer
- ✓ We often think of features when we think of the quality of a product or service; TQ is about conformance quality, not features

DEFINITION

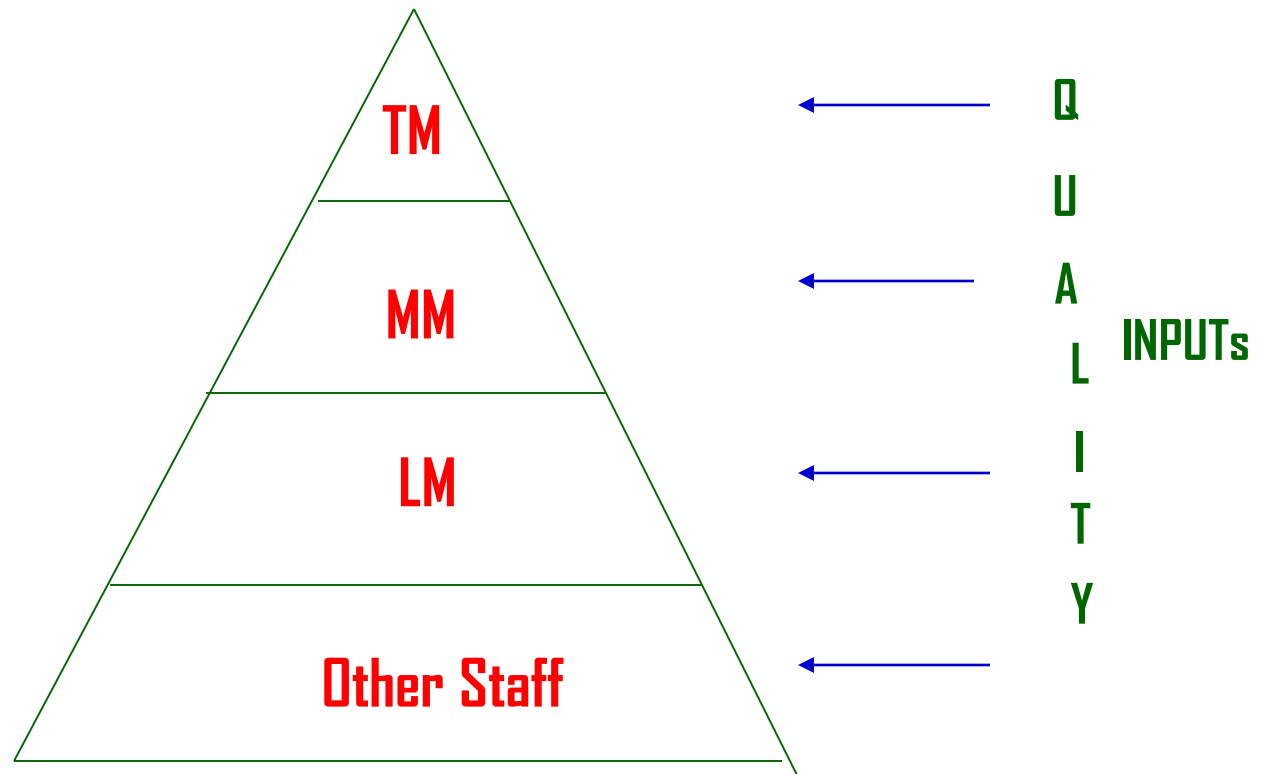
Total quality management [TQM] is an approach to improving the competitiveness, effectiveness and flexibility of the whole organization through the improvement of the organizational processes and those who perform them.

KEY PERSONS (MAJOR PERFORMERS)

- ✓ **Involvement and Commitment of Top management influences the implementation and any possible outcomes of TQM**

THE TQM ORGANIZATION

✓ Quality infused Personnel and Processes

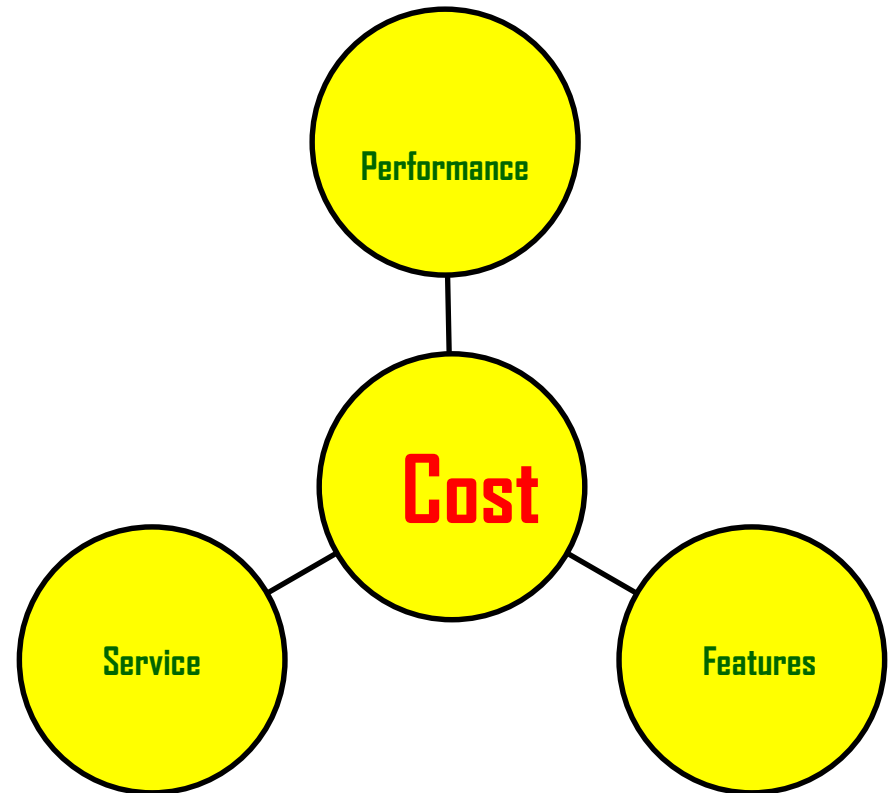


THE 9 DIMENSIONS OF QUALITY

- ✓ Performance
- ✓ Features
- ✓ Conformance

- ✓ Reliability
- ✓ Durability
- ✓ Service

- ✓ Response- of Dealer/ Mfgr. to Customer
- ✓ Aesthetics - of product
- ✓ Reputation- of Mfgr./Dealer



TQM SIX BASIC CONCEPTS

1. Management commitment to TQM principles and methods & long term Quality plans for the Organisation
2. Focus on customers – internal & external
3. Quality at all levels of the work force
4. Continuous improvement of the production/business process
5. Treating suppliers as partners
6. Establish performance measures for the processes

TQ: TRANSFORMING AN ORGANIZATION

From



To

Motivation through fear and loyalty

Motivation through shared vision

Attitude: "It's their problem"

Ownership of every problem affecting the customer

Decisions based on assumptions/ judgment calls

Continuous improvement

Decisions based on data and facts

Everything begins and ends with management

Everything begins and ends with customers

Crisis management and recovery

Doing it right the first time

Choosing participative OR scientific management

Choosing scientific AND participative management

TQM IN GOVERNMENT INSTITUTIONS

- ✓ Government services : Monopolistic
- ✓ There is a need of high quality
- ✓ It is in direct contact with the population
- ✓ The quality of work leads to satisfaction or dissatisfaction

TOOLS TO CHECK QUALITY ARE

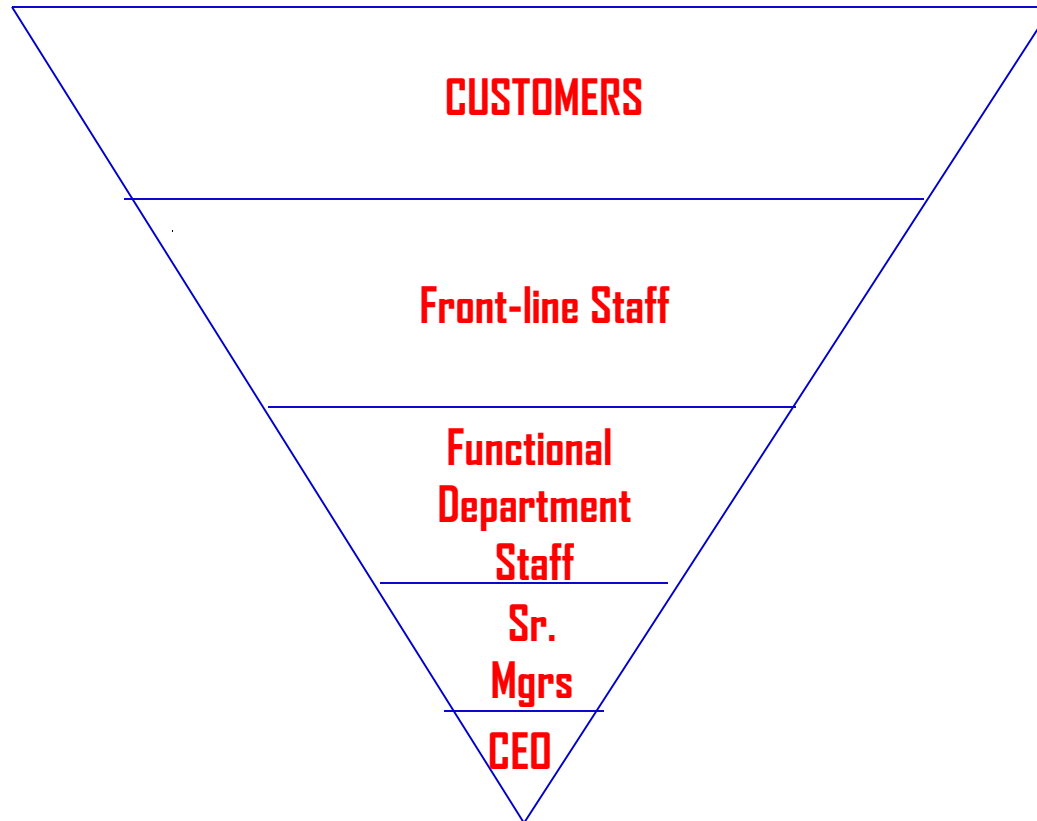
- ✓ System of complaints and suggestions
- ✓ Satisfaction pool users
- ✓ Imaginary paintings
- ✓ Analysis of lost customers

- ✓ **Total quality management definition comes from consumer psychology**
- ✓ **Helps in promoting understanding of community needs**

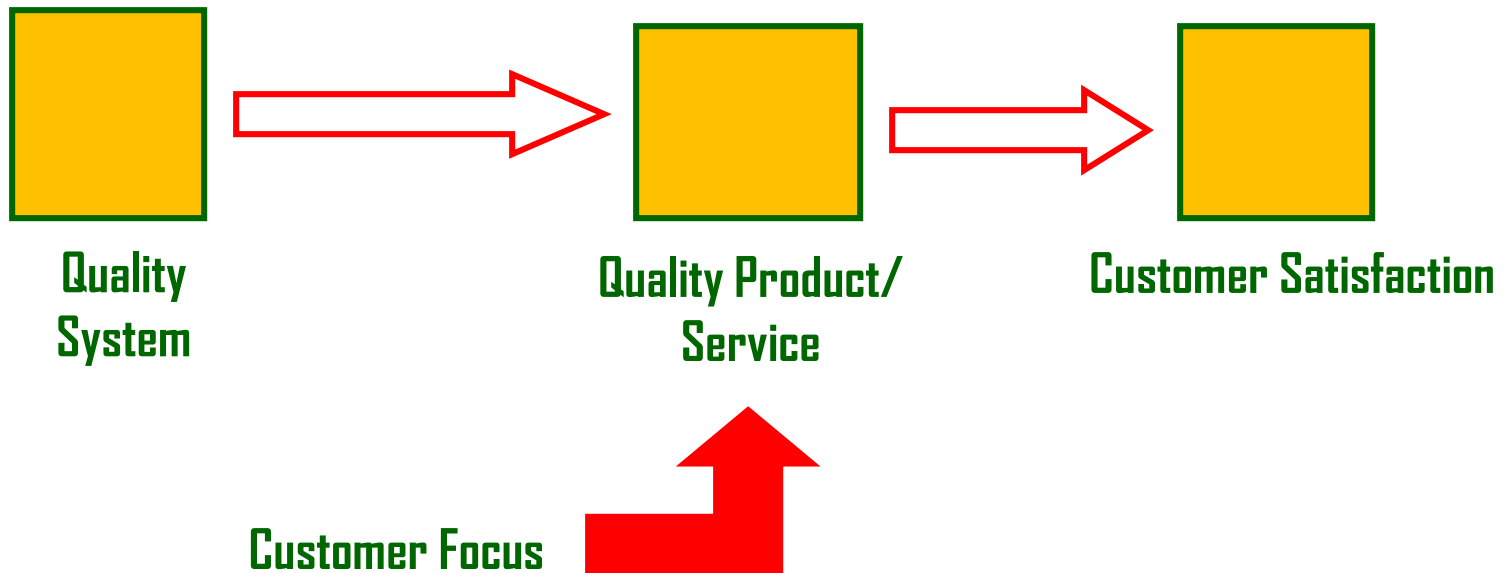
TQM CONCEPT

- ✓ TQM is a concept of recent date
- ✓ Quality criteria in the public sector have changed over time
 - Respect of the norms and procedures
 - Efficiency
 - Customer satisfaction

CUSTOMER SATISFACTION ORGANISATIONAL DIAGRAM



CUSTOMER SATISFACTION



PDSA DETAILS

✓ Plan

- Evaluate current process
- Collect procedures, data, identify problems
- Develop an improvement plan, performance objectives

✓ Do

- Implement the plan – trial basis

✓ Study

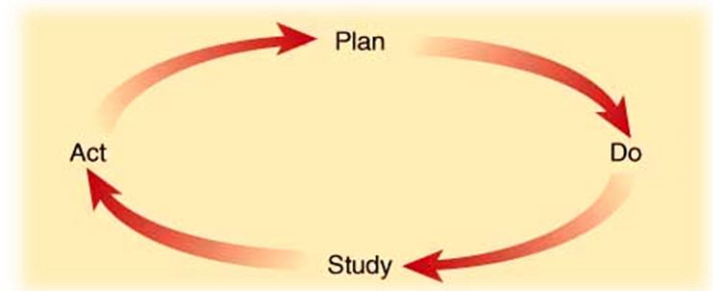
- Collect data and evaluate against objectives

✓ Act

- Communicate the results from trial
- If successful, implement new process

✓ Cycle is repeated

- ✓ After act phase, start planning and repeat process



- ✓ **First criterion** standards and procedures reach satisfying service quality
- ✓ **Second criterion** in addition to the previous pays more attention too means working with no errors
- ✓ Could be linked to Juran's famous definition of quality as **"fitness for use"**
- ✓ **Third criterion** maximum consumer satisfaction

- ✓ Possibility to equate with private sector in terms of TQM because of different goals and principles of business ??????
- ✓ Links between different public administration, private and volunteer organizations

- ✓ **TQM is business oriented on manufacturing and products**
 - ✓ Production of products: Quality from the beginning of production
- ✓ **Government institutions are oriented towards service**
Production and consumption coincide
- ✓ **Services are intangible, numerous factors especially human factor**
- ✓ **Donors and recipients of services are people on very different educational, cultural and all other levels**

CRITERIA & INDICATORS OF QUALITY

- ✓ Since it is a multidimensional phenomenon, use of indicators are preferable.
- ✓ Indicators include:
 - Credibility
 - Reliability
 - Security
 - Responsiveness
 - Access
 - Competence
 - Communication
 - Courtesy (Understanding the Customer)

- ✓ **ISO 9000 Series may be used**
- ✓ **To improve quality citizens charters can be used (societal model on the behavior and responsibilities, rights and duties, expectations and trust, of politicians in government, civil servants in public services and citizens)**
- ✓ **Common Assessment Framework (CAF) : Common self-assessment tool**

The CAF has four main purposes

- 1. To introduce public administrations to the principles of TQM and gradually**
 - 2. Guide them, through the use and understanding of self-assessment, from the current “Plan-Do” sequence of activities to a full fledged “Plan-Do-Check Act (PCDA)” cycle**
 - 3. To facilitate the self-assessment of a public organization in order to arrive at a diagnosis and improvement actions**
 - 4. To act as a bridge across the various models used in quality management**
- To facilitate bench learning between public-sector organizations.**

ELEMENTS OF QUALITY ASSURANCE

- ✓ Leadership with vision
- ✓ A clearly defined mission
- ✓ A built system of values
- ✓ Specifically defined goals and
- ✓ An established strategy according to the interest groups
- ✓ Efficient resource management of material and human resources.

QUALITY ASSESSMENT FROM STAKEHOLDERS POINT OF VIEW

Characteristics of services	Simple services	Complex services
Personal services	Users	Front-line employees
Social services	Politicians	Service professionals

THE IMPLEMENTATION OF TQM

- Reduction of the costs of operation;
- Bigger efficiency of departments of the administration;
- Bigger productivity;
- Improvement of the image of the institution;
- Improvement of the working conditions of the employees; and
- Improvement of planning

DIFFICULTIES IN IMPLEMENTING TQM

- ✓ TQM is generally user – oriented
- ✓ It can be necessary to work on two fronts:
 1. On step – by – step, but constant introduction of new technologies of work
 2. On big systematic changes in the organization of the public administration

CONCLUSION

- ✓ It could be done through enriching conventional business concepts of quality
- ✓ Has to increase customer satisfaction with public services
- ✓ Has to be done through transparent processes
- ✓ Remember the earth revolves around the CUSTOMER.
- ✓ Quality begets customers and customers beget quality.

THANK YOU

REFERENCES

- ✓ **Total Quality Management - Dale H. Besterfield et al.
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- ✓ **Total Quality Management - R.S.Naagarazan and A.A
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