



SPACE BASED INTERCEPTOR TOTAL QUALITY MANAGEMENT NEWSLETTER

VOL. 1 NO. 2

MAY 1989

SBI TQM PROGRAM REVVING UP

The Space Based Interceptor Total Quality Management (TQM) program is "revving up" in the Kinetic Energy Weapons SPO. We are not only starting up TQM training programs, we are also looking at TQM techniques to improve the effectiveness of our work, as well as encouraging our contractors to get their TQM programs up to speed.

TRAINING STARTED

Guest speakers have been invited to give short presentations on TQM here in building 80. Last month Terry Bedbury of Martin-Marietta spoke on "An Introduction to TQM." Other speakers are planned for May and the following months.

Formal training courses in TQM are planned for SPO "upper management" in June, followed by training for all other SPO personnel at a later date. This training will be provided by outside consultants through Space Systems Division training.

The TQM representatives from four SPO divisions recently attended a two day TQM symposium at Martin-Marietta. Division Chief Dr. Rich Arvizu also attended the symposium. Various SPO TQM representatives are also monitoring a TQM workshop being held at Rockwell. These representatives will not only be fully trained in TQM methods, but they will also be cognizant of approaches different than those presented by the DoD, that may be used by the contractors.

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JAPANESE CHALLENGES AMERICAN INDUSTRY

Konosuke Matsushita, founder of Matsushita Electric Industrial Co. in Osaka, Japan, made the following statement in 1986:

"We will win and you will lose. You cannot do anything about it because your failure is an internal disease.

"Your companies are based on Taylor's principles. Worse, your heads are Taylorized too. You firmly believe that sound management means executives on one side and workers on the other; on one side men who think and on the other side men who can only work.

"For you, management is the art of transferring the executives' ideas to the workers' hands. For us, management is the entire work force's intellectual commitment to the service of the company, without self-imposed functional or class barriers.

"We have measured -- better than you -- the new technological and economic challenges.... Yes, we will win, and you will lose."

A statement like that certainly is a slap in the face! But the truth hurts. The outmoded attitudes of management that Matsushita talks about have been seen here within the SPO, in the relationship of SDIO toward the work done on SBI, as well as the relationship of Congress toward SDIO.

DoD's emphasis on implementing TQM is an effort to take on this challenge and improve our methods, so that we will not be the "loser" that Matsushita predicts. We should eliminate petty differences between agencies, outdated management techniques, and other divisive practices. We should be a team, working to serve our "company", the United States Government. Then, we can take on this challenge and win. #

(PROGRAM REVIVING UP cont'd)

PROCESS SIMPLIFICATION STARTED

We are investigating ways in which to improve and simplify the work being done within the SPO. In TQM terminology, this is called "process simplification."

One problem area we have had is in putting together briefings. Often we had to "re-invent the wheel" each time a briefing was put together.

1Lt Joe Walker is working on solving that problem by making a Master Briefing, from which other briefings can be made. Master viewgraphs may be referred to but will not be removed from this Master Briefing. 1Lt Walker said he would appreciate any suggestions on the form of this Master Briefing.

Following standard TQM procedures, we should make some sort of measurement of the effectiveness of using this Master Briefing in order to verify that it is improving our work capabilities. How that will be done is being considered.

TQM/WG TO EXPAND

The Total Quality Management Working Group (TQM/WG) has been set up to help

implement the various TQM methods, as well as to serve as a communication medium for finding out specific SPO needs. The TQM/WG will now expand from the five TQM division representatives to include members from both contractors, Aerospace, and SDIO. In this way the working group will be able to make a concerted effort at truly achieving a high level of excellence within the SPO in relation to our customer and contractors. Meetings will be held near the monthly BMRs on a date to be announced later.

CONTRACTORS STARTING PROGRAMS

Both SBI contractors are putting together their TQM programs and starting to train their management personnel on the new methods and philosophy of management.

After completing the above-mentioned two day TQM symposium, SBI top management at Martin-Marietta met to plan how the various methodologies learned could be applied to this program. Meanwhile, Rockwell International is training 17 members of their SBI top management through the use of the Deming Tape Library. Six 30 minute video tapes by Deming are being shown, with discussion periods afterwards.

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NOT THE WAY WE DO IT HERE:



(PROGRAM REVVING UP cont'd)

NEED FOR TQM DRAMATIZED

The present situation concerning questions on whether or not the KEW SPO will work the "Brilliant Pebbles" concept dramatizes the need to improve our methods and those of our contractors. We must implement TQM methodology to show that we are the best ones for the job of putting out a quality, technically feasible, and cost-effective product.

The SBI TQM program will assist each one of us to get a new mind-set toward quality and learn new methods for doing quality work. Then we will improve our overall performance and put out the best product possible.

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**SEC. WELCH COMMENTS
ON TQM IN ACQUISITION**

In a recent conference on contractor competition, Assistant Secretary of the Air Force for Acquisition John J. Welch said that he wants "an acquisition system where quality and customer satisfaction are of paramount concern."

This, said Mr. Welch, is in keeping with "total quality management (TQM), a concept that now guides the Defense Department's acquisition community."

He described TQM as "involving everyone in an organization -- management and labor -- to improve performance at every level. TQM focuses on all goals, including quality, cost, schedule, mission need, and suitability."

(from AIR FORCE Magazine, April 1989)

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**What sort of manager are you?
One who TAKES CREDIT or GIVES CREDIT?**

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**VARIABILITY REDUCTION
IMPROVES PRODUCT QUALITY**

A few years ago, the Ford Motor Co. discovered an important factor on why Japanese products have more quality: the Japanese use "variability reduction" in making products.

Ford officials received feedback from their customers that the transmissions made by them did not perform as well as transmissions of the *same design and specifications* made for Ford by Mazda. On examining the transmissions, they found the Ford-built parts varied within spec, while the Mazda-built parts had little variation around a target value. In other words, the Ford parts were "good enough" while Mazda put an extra effort for quality by using variability reduction methods.

The additional expense in making the Mazda parts ultimately resulted in cost savings because of the higher quality. Since then, Ford has also applied variability reduction methods in their manufacturing.

We also want to deliver a quality, cost-effective product to *our* customer. Although variability reduction is a TQM manufacturing method, we can still apply its philosophy in the DEM/VAL phase of our program. Some organizations may try to deliver a *cheap product*, but in the long run it is a quality, cost-effective product that best serves the needs of the customer.

The work we are doing at the KEW SPO is aimed at producing the best possible system at the lowest cost to serve the defense of our Country.

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