



# SPACE BASED INTERCEPTOR TOTAL QUALITY MANAGEMENT NEWSLETTER

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## TQM METHODS MAY SAVE \$20 MILLION ON FLIGHT EXPERIMENT

The application of TQM methods may result in cost avoidance of over \$20 million on the SBI Flight Experiment. Maj Robert L. Jensen, Deputy Program Manager for Test & Evaluation, is working on eliminating unnecessary requirements on the experiment.

A basic TQM concept is to continually work on improving and simplifying the processes involved in a job. Maj Jensen noticed there were many requirements imposed on the Flight Experiment that actually impeded the execution of the test and resulted in unnecessary costs. He has been applying "process simplification" techniques (also known as common sense) to make the tests more effective.

One area of improvement is eliminating the requirement of using of s-rated parts for devices that would not be used in space. Also, instead of requiring the contractor to satisfy certain MIL standards, Maj Jensen is changing the Statement of Work to require them to "comply to the intent" of those standards, and for the contractors to use "good engineering practices" in their work.

These efforts to improve the way the Flight Experiment is to be done may not only save money, but they should also result in a more effectively run program. It is a good example of what TQM thinking can do.

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"Accept the challenges, so that you may feel the exhilaration of victory."

General George S. Patton

## DoD STUDIES IMPEDIMENTS TO TQM SBI TO MAKE SIMILAR STUDY

At the request of Dr. Robert Costello, Assistant Secretary of Defense for Acquisition, a joint DoD/industry Process Action Team (PAT) recently addressed the impediments to establishing a TQM relationship between DoD and industry. Gen Hansen of AFLC at Wright-Patterson AFB was the "process owner" of this study.

After a brainstorming session, the DoD PAT listed what they felt were 45 major impediments. They then picked the top 5, which are (in no special order):

- . No clear definition of TQM
- . Strict contractual requirements for TQM
- . DoD procurement process emphasizes low cost in lieu of high quality
- . Mixed signals from DoD community to industry on TQM
- . No formal forum for TQM interchange between DoD and industry.

An official report on this matter, including recommendations to rectify these impediments is expected in July.

## SBI FOLLOWS LEAD OF DoD STUDY

Following the lead provided by the DoD/industry study, we will determine how to improve our methods in getting quality products from the our contractors. This is a more positive approach than looking for impediments and will be the objective of the June TQM working group (TQM/WG) meeting.

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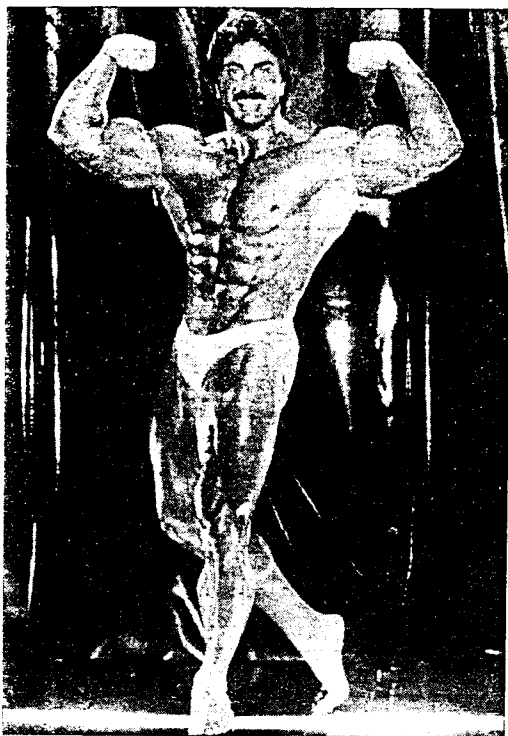
(SBI IMPROVES cont'd)

The TQM/WG will participate in a brainstorming session to determine which SPO activities need improving in order to enhance our contractor's ability to deliver a quality product. A list of the major improvement areas, along with our plan to implement them, will then be presented at the SBI business management review (BMR) on 28 June.

This interaction with the contractors should increase our ability to do our best.

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SBI TQM MAN -



*"No steroids; 100% TQM!"*

## EXECUTIVE STEERING COMMITTEE FORMED

An Executive Steering Committee for implementing the SBI TQM program has been formed. This committee will consist of Col James Simmons, Lt Col Ray Fellows, and Dr. John Stevens of Aerospace, along with the SPO TQM representative.

The mission of the Executive Steering Committee is to create an atmosphere of quality within the SPO, to provide an example of effective working methods through their leadership, and to initiate TQM policy.

The committee will meet twice a month to hear recommendations, discuss strategies, and decide on courses of action for improving the quality of the product we deliver to our customer.

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## TRAINING PROGRAM ADVANCES

Top management personnel in the KEW SPO are receiving formal training in TQM through the Space Systems Division (SSD) training program. Col James Simmons has already participated in the extensive "Deming Seminar", and Lt Col Ray Fellows and Dr. Richard Arvizu are scheduled for training this month. It is planned that everyone in SSD will be trained by June 1990.

In the interim, training on TQM methods for SPO personnel will be given here monthly. The training will consist of informative briefings, videos, and discussion groups. Since there is no real SPO budget for this training, it will be done in a very "cost effective" manner.

In June we will show the video "If Japan Can Do It, Why Can't We?" in five 1/2 hour sessions, followed by a discussion period. Specific times and location will be posted in building 80.

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## WORKING GROUP MEETING A SUCCESS

The first SBI TQM Working Group meeting involving members of the KEW SPO, our customer SDIO, our contractors Martin-Marietta and Rockwell International, and support agencies was held on 23 May and was a great success. Personnel from various other programs attended the meeting to get information on TQM activities.

The objective of this meeting was to establish a TQM program implementation plan, and this objective was met.

Col James Simmons opened the meeting by expressing his full support for TQM. Capt Tom Light from SDIO then gave a briefing on how SDIO plans to implement TQM within their office. Mr. John Dunn of Rockwell and Mr. Terry Bedbury of Martin-Marietta then outlined their TQM plans, and finally Dr. Richard Parisse of General Research explained the diagnostic survey that has been contracted by the DoD and SDIO.

A strawman TQM program implementation plan was formulated at the close of this Working Group meeting, and it was presented at the SBI business management review (BMR) the following day.

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## SPO MISSION STATEMENT

Top businesses, especially those emphasizing quality products, usually have a mission statement which defines what they do and their philosophy. Before people can do a good job, they must have direction. Following is a preliminary mission statement for the Kinetic Energy Weapons SPO:

*"The objective or mission of the KEW SPO is to deliver the best possible, highest quality SBI system, as well as associated CDRL items, briefings, and documentation to our customer, SDIO, at the lowest possible cost and in a timely manner."*

Being aware of our program mission will keep us focused on achieving our goals. ##

## WORK LOAD STUDY BEING MADE

Lt Col Ray Fellows has initiated a study of the work loads of SPO personnel in order to see that tasks are distributed properly. He is starting with the System Concepts Division as a test case and then plans to complete the study for the whole SPO.

One problem in many organizations is that the efficient workers get overburdened with assignments and may soon burn out, while the less effective workers get little to do and soon become de-motivated.

This effort to improve the effectiveness of the SPO internal workings follows the TQM continuous process improvement philosophy. Measurement of the results of better assignment distribution should show lower personnel turnover, quicker response to assignments, and more effective output.

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## WHAT IS QUALITY?

"Quality is meeting the customer's needs over the life cycle of the product at the best value to the customer. It has many dimensions: Conformance to requirements, Performance, Durability, Reliability, and Maintainability. It is not to be confused with luxury features."

(from "Implementing TQM in ALS Program..." by Iura, White, and Forrest of Aerospace)

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