

Welcome to Total Quality Management (TQM)

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TQM Concepts: Conceptually, TQM is,
“Structured system for improving organizational performance by delighting customer through employee s participation”.

Definition of TQM:

- Total Quality Management (TQM) is an application of the *systems approach* in quality management wherein quality is viewed as a totality i.e. as a function of all the internal components of a system and its relationships to environmental phenomena.

Definition of System:

- A system is an aggregate of interrelated components that work together towards a common goal.

Some Characteristics of Systems;

- Systems are hierarchic
- Systems have environments
- Systems may be open or closed
- Systems have inputs, processing, and outputs

The principles of TQM.

1. KAIZEN = Continual Improvement,
2. PDCA Cycle,
3. Speak with Facts & Data,
4. Standardization,
5. Prioritization,
6. Visualization,
7. Client-Oriented,
8. Participation by all.
9. Respect humanity.

What is KAIZEN?

- KAIZEN is a major component TQM. KAIZEN is a Japanese word meaning continuous improvement.
- KAI= Change & ZEN=Better/improved

What is PDCA?

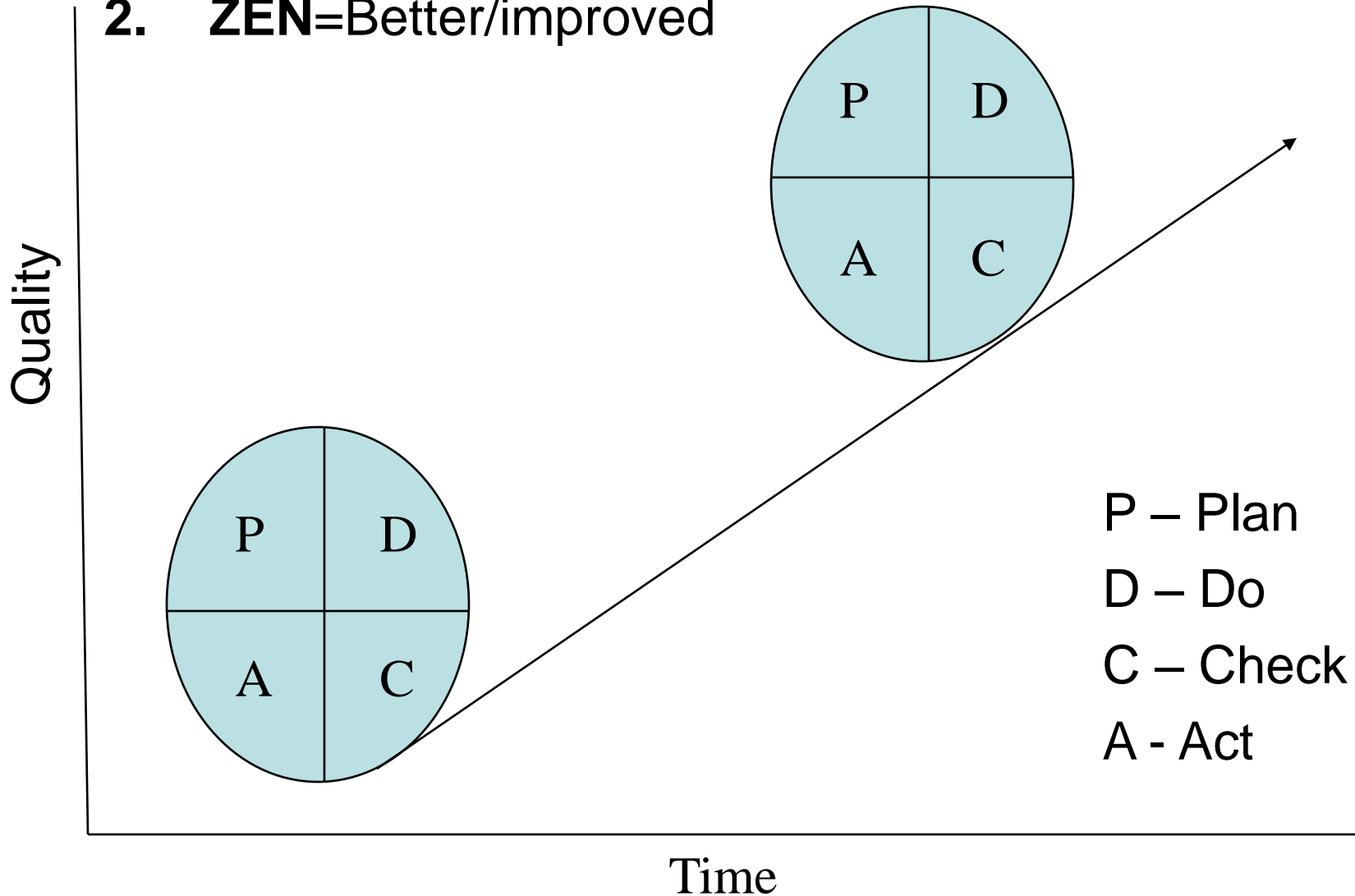
KAIZEN is achieved through PDCA Cycle.

The meaning are as follows;

- P-Plan,
- D-Do,
- C-Check,
- A-Act.

KAIZEN or Continual Improvement

1. **KAI**= Change
2. **ZEN**=Better/improved



Steps of KAIZEN/

Work Improvement Project (WIP):

1. Theme Selection,
2. Visualize Gap between Current /Desired Situation,
3. Analyze Causes,
4. Propose Solutions/Compile Action Plan.
5. Implement Solution and Confirm Effects.
6. Standardization
7. Review.

Slow and steady wins the race: Starting small sets the pace.

- Begin with an apparently trivial intervention, not requiring high level approval, not requiring money not available, requiring sincere efforts, requiring system developments, experiencing an improvement process, Satisfaction of accomplishment & One Year, One Project (OYOP) as a choice

Work Improvement Action Plan Example

***Reduce clients' waiting time
for lending books in the
Library***

Work Improvement Team Members

Name of the WIT: *SUNSHINE*

NAME	POSITION	YEARS OF SERVICE	CONTACT
Ms. Irin (Team Leader)	Assistant Director	8 Years	01111-111111
Ms. Rowshan	Library Assistant	30 Years	01111-222222
Ms. Rokhana	Cataloguer	29 Years	01111-333333
Ms. Jafura	Demonstrator	29 Years	01111-444444
Ms. Mahmuda	Demonstrator	20 Years	01111-555555
Mr. Anwar	Sorter	2 Years	01111-666666
Mr. Mohiuddin	Computer Operator	6 months	01111-777777
Mr. Jasim	Binder	15 Years	01111-888888

Identification of Service Related Problems

Sl. No.	Service Related Problems	Priority
1.	Lack of English Magazines in the library	
2.	Frequent complain about long waiting time for lending books	1
3.	Frequent absent of service counter staff	2
4.	Book procurement process takes long time	
5.	Frequent delay in annual journal publication	
6.	High cost for distribution of annual journal	
7.	Disorganized book shelves	3

Work Improvement Project Description

Title of WIP:

Reduce clients' waiting time for lending books

Current Situation

Clients complain long waiting time to lend books.

KPI

Waiting Time : 20 min.



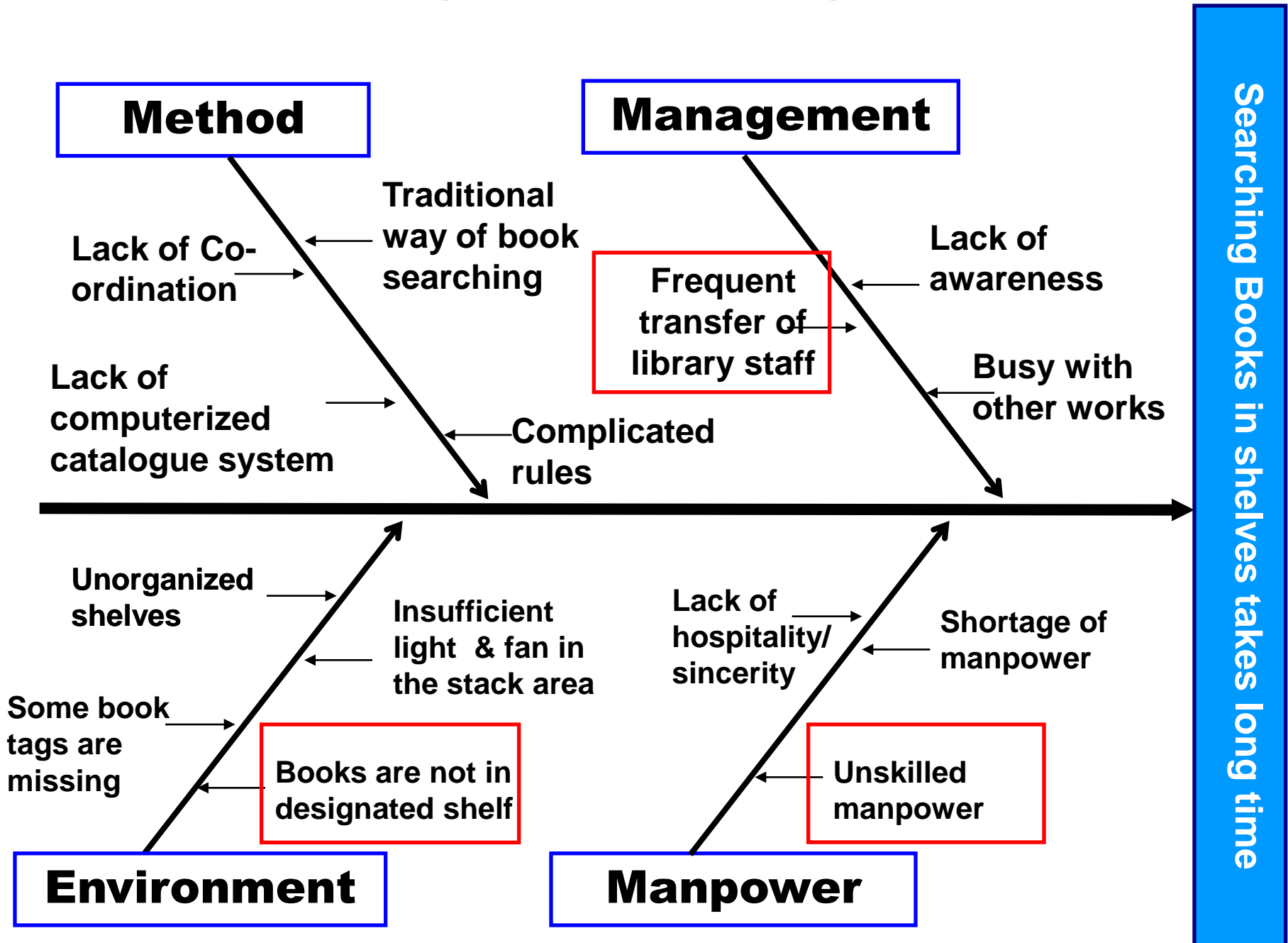
Desired Situation

Clients are satisfied because they can receive books quickly.

KPI

Waiting Time : 7 min.

Identification of Causes of the Selected Problem



5W1H Analysis for Selected Priority Causes

	Frequent transfer of library staff	Books are not in designated shelf	Unskilled manpower
WHERE is the problem located?	Administration Department / Top management	Book shelves area of the library	Some support staff of the library
WHY, WHY, WHY does it happen?	Unawareness of authority abt the library work	Book tags are torn/ unclear/missing.	Support staff are not getting any training
WHAT needs to be done?	Prepare a letter to stop frequent transfer	- Change old tags in to new category tags - Regular monitoring of shelves	-Prepare "Shelf Map" -Training for support staff
WHO is responsible for the action?	Team Leader	Cataloguer and demonstrator	Library Assistant
By WHEN will you take action?	End of May	- Change tags by the end of May - Continuous Weekly monitoring	-Shelf Map by Middle of June. - Training in early July
HOW much will it cost or save?	Non	Cost Tk. 1000 (purchase of materials)	Cost Tk. 500 (Shelf Map) 14

Root Causes and Required Actions

Root Cause 1:

Frequent transfer of staff because of unaware authority.

Action(s):

Prepare a letter and visit the authority to request to stop frequent transfer

Root Cause 2:

Books are not in designated shelves because tags are torn/unclear/missing

Action(s) :

- Add "Category Tags" on both books and shelves
- Regular Monitoring of shelves

Root Cause 3:

Unskilled staff because no manual nor training.

Action(s) :

- Prepare "Shelf Map"
- Arrange Staff Training

Implementation Schedule - GANTT Chart -

Actions	Week	Person in charge	1	2	3	4	5	6	7	8	9	10	11	12	
			Forming Work Improvement Team	Irin	→										
Action Plan review with the team	Irin	→													
Prepare a letter and visit authority	Irin		→												
Weekly Regular monitoring of shelves	Anwar/ Rowshan		→												
Prepare Category Tags	Jafura/Mah muda		→												
Prepare Shelf Map	Mohiuddin						→								
Arrange staff training	Rowshan									→					

What is 5S?

- **5S** is a great process and workplace improvement method, simply put 5S is five words that begin with the letter “S”, Japanese terminologies & each word/term connotes a very practical & important golden principle and Builds teamwork and discipline.

5S Terminologies

- **Seiri = Sort**
- **Seiton = Set in Order**
- **Seiso = Shine**
- **Seiketsu = Standardize**
- **Shitsuke = Sustain**

5S AT A GLANCE

Japanese	English	Meaning
SEIRI	<i>Sorting</i>	Separate necessary and unnecessary
SEITON	<i>Setting in order</i>	Arrange neatly and systematically
SEISO	<i>Shining</i>	Clean workplace
SEIKETSU	<i>Standardize</i>	Set new standard to follow
SHITSUKE	<i>Sustain</i>	Maintain the above 4S

Benefits of 5 S.

1. Opens up floor space/counter space,
2. Eliminates time spent searching,
3. Organized workplace,
4. Safer work environment,
5. Reduces stress,
6. Impresses customers,
7. Reduces waste,
8. Better handle on costs
9. More pleasant place to work.

Thanks