



FRANK M. SHEESLEY COMPANY

TOTAL QUALITY MANAGEMENT POLICY



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Total quality management starts with the defining of the word Quality.

Quality of a product (or service) is the customer's perception of the degree to which the product or service meets his or her expectations.

Total quality management must be a part of Management's philosophy, but not for what may appear to be the obvious reasons, it must be an integral part of the day to day environment; understood and practiced by all workers, because QUALITY MUST BE A PART OF ALL ASPECTS, AREAS AND DEPARTMENTS WITHIN A COMPANY IN ORDER FOR THAT COMPANY TO GROW AND BE SUCCESSFUL.

What is TQM?

TQM is a management philosophy, based upon a set of principles, and supported by a set of proven methodologies and tools. The underlying principles may seem like *common sense*, but they are certainly not *common practice*. These include:

- Focusing the organization on satisfying customers needs
- Developing and tapping the full human potential of all employees
- Involving everyone in efforts to 'find better ways'
- Managing business processes, not just functions or departments
- Managing by fact, using reliable data and information
- Adding value to society, as well as achieving financial goals

These principles are applied, not as a succession of standalone programs, but as an integrated set of systematic, methodical practices designed to create an effective *management system*.

The Quality Management Principles:

With growing global competition, Quality Management is becoming increasingly important to the leadership and management of all organizations. *Quality Management Principles* provide understanding of and guidance on the application of Quality Management. By applying following eight Quality Management Principles, organizations will produce benefits for customers, owners, people, suppliers and society at large.

Principle 1—Customer-Focused Organization

Organizations depend on their customers and therefore should understand current and future customer needs, meet customer requirements, and strive to exceed customer expectations.

Principle 2—Leadership

Leaders establish unity of purpose and direction of organization. They should create and maintain the internal environment in which people can become fully involved in achieving the organization's objectives.

Principle 3—Involvement of People

People at all levels are the essence of an organization and their full involvement enables their abilities to be used for the organization's benefit.



Principle 4—Process Approach

A desired result is achieved more efficiently when related resources and activities are managed as a process.

Principle 5—System Approach to Management

Identifying, understanding, and managing a system of interrelated processes for a given objective will improve the organization's effectiveness and efficiency.

Principle 6—Continual Improvement

Continual improvement should be a permanent objective of the organization.

Principle 7—Factual Approach to Decision Making

Effective decisions and actions are based on the analysis of data and information.

Principle 8—Mutually Beneficial Supplier Relationships

An organization and its suppliers are independent, and a mutually beneficial relationship enhances the ability to create value.

Definition of Quality Management Principle:

A comprehensive and fundamental rule or belief, for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of the company.

Total Quality Management Revisited

Management that is truly concerned with quality throughout the entire, company practices what is now called Total Quality Management (TQM). Traditionally the view on quality has been one that says it (quality) is critical to the shop floor, in the field, etc; but was not viewed as being integral to managing the business. In today's environment quality must be an ingrained way of life and integrated with every facet of the company and must be incorporated into each and every activity no matter how far removed from the work site.

How Do We Achieve A Total Quality Management Environment

- The leader, the President, CEO or owner, must be totally committed to TQM.
- Each Manager, Supervisor and employee within the company must be a part of the TQM Team. Each must understand his/her role and the responsibilities for which they are tasked with.
- A trained experienced "TQM Promoter", reporting to the President is required to assist and train employees in becoming familiar with the concepts of TQM and comfortable with the process.
- Education and training is required, top to bottom, not only for employees but also for subcontractors and suppliers. Continuous Improvement must become a way of life within the company.