



Lesson 3

Educate and Train the Organization

Introduction

In the previous lessons, the roles and responsibilities of the top leader, the TQL coordinator, and the Executive Steering Committee were discussed. To properly perform their respective responsibilities, these key players must have sufficient knowledge and expertise in the various components of quality. They must learn about the Department of the Navy's approach to Total Quality Leadership, and understand how to apply quality principles, methods, and tools. Following their education the leaders should plan for the education and training of organizational members.

One of the most powerful tools in creating the environment is education and training. It can open the door to understanding the new philosophy, provide personnel with the tools and methods to accomplish the transformation, and reduce fears associated with organizational change. Education can help bring the organization together in developing an enabling environment in which process management and improvement can flourish.

Objectives

Upon completing this lesson, the student will be able to:

- Describe the education and training requirements of the top leader, the ESC, the TQL coordinator, and other organizational members.
- Describe the role of the TQL coordinator in providing education and training to the top leaders.

“Quality Control Begins with Education and Ends with Education”

Old Japanese saying

Education and Training for the Organization

“To promote QC (quality control) with participation by all, QC education must be given to all employees, from the President to assembly line workers. QC is a thought revolution in management, therefore the thought processes of all employees must be changed. To accomplish this, education must be repeated over and over again.”

Ishikawa

For process management and the TQL concepts to flourish in an organization it is imperative that the top leader and the ESC receive the proper education and training in the TQL philosophy. They must understand the implication of what TQL means to the organization as they lead the transformation to a quality-focused organization. The top leaders must have many opportunities to enhance their knowledge and skill level by receiving top notch training. In short, the top leaders must receive a “quality” education in quality. Training in Total Quality Leadership methods and tools provides a structured method for individuals and teams to learn and to gain the skills to implement it.

The TQL coordinator must also look upon education as the foundation of action. Without adequate knowledge and understanding, proper advice, assistance, and training can not be provided

TQL Education and Training Strategy

The DoN education and training curriculum was designed to support the implementation of TQL within the DoN. The education and training strategy is based on a number of assumptions, some of which are discussed below.

- **Top-down approach**

Since the responsibility for implementation belongs to the top leader, this should be the first person to receive education and training in TQL. The DoN TQL education and training strategy requires that the senior leader of an organization attend the Senior Leaders Seminar (SLS) before others from their commands are allowed to attend the DoN TQL courses offered in the curriculum. Previous productivity improvement initiatives trained the top leaders and the work force, leaving those in middle management positions untrained and unaware. Top-down education and training cascades from the senior levels of an organization to the middle management, and then to the workers.

- **Integrated within implementation activities**

Training should follow the general sequence of implementation activities. Thus, training for the top leader should begin with introductory information, such as an overview of TQL, rather than subject matter that is too advanced for the beginning stage of implementation.

As time goes on, the methods, tools, and philosophy of TQL should be incorporated into all of the command's training programs. Eventually, as TQL is viewed as the way of doing business, approaches such as data-based decision making, the use of cross-functional teams, and a quality focus will become not only a part of all courses, but second nature.

- **Just-in-time skills training**

Specific skills, such as constructing a run chart, or flowcharting a process should be taught when needed. The just-in-time approach ensures that the ESC members learn a skill when they are ready to apply it. In the illustration above "just in time" training is provided to teams that were aware and are now involved. The "**just-in-time**" approach can be contrasted with other approaches to training typically encountered in organizations. The "**just-in-case**" approach trains everyone in a skill, whether or not they need it, wasting valuable time and resources. With the "**just-too-early**" approach, training is given so far in advance of the performance of the task that people forget what they learned. With the "**just-too-late**" approach, management does not consider what training is needed and when, and people either learn piecemeal from others on the job, never learn, or improvise; learning the tricks of the trade but never the trade.

- **Team training**

As training is integrated with implementation efforts, and administered just-in-time, it follows that it should be provided to the team as a whole. Thus, rather than train the ESC by tutoring each member individually, the TQL coordinator should work with them as a team to enhance learning and team functioning. Since the ESC meets to analyze, plan, and improve the functioning of the organization, providing education and training to them as a team is an effective training strategy. The same is true for teams organized to undertake process improvement in the organization.

- **Continuous**

Education and training sessions should be an integral component of the organizational change process, and as such, should be an ongoing activity. The ESC will require updates on some issues, and in-depth sessions on others. The TQL coordinator may need to provide ad-hoc mini-training sessions during ESC meetings and for organizational members to clarify misunderstood topics or to introduce new concepts.

Education and training should not be viewed as something occurring only at scheduled sessions. The top leader, ESC, and TQL coordinator should take every opportunity to continue their learning through discussions, readings, practice, etc.

Role of Education and Training

- **Provides facts about TQL**

To accept and practice the new philosophy, organization members must first understand it. People need to be educated and trained to practice TQL; they can't do so without the requisite knowledge and skills. However, knowledge in and of itself will not result in a quality-focused organization. Top leaders must be committed to TQL initiatives, and take actions to bring others aboard.

Education provides facts. By learning what TQL is, and what it is not, misinformation can be dispelled. Rather than relying on guesswork, people can learn that the DoN approach to TQL is not a bottom-up approach to organizational improvement. They learn that TQL does not involve delegating responsibility for implementation to staff or lower levels in the organization; it is not problem solving; and it is not moving inspection "upstream." By learning the facts, people can begin to understand what they will be dealing with, and how it will affect them.

- **Defines roles**

As people become aware of changes taking place in their organization, they may naturally become concerned about how TQL will affect them. What will be expected of them? How will it change their jobs and their relationships to others? Will they still be a valuable member of the organization? Will their authority be diminished, or will it increase? What new skills will they have to learn?

Learning about one's role is an important component of education and training. The top leaders, middle managers, and workers need to understand their responsibilities, and need to understand how the ESC, QMBs, and PATs work. Understanding what is expected goes a long way toward reducing fear. Some of the topics that should be covered in education and training for TQL implementation include the quality improvement team structure, the roles of the linking pins, the job of the team leader, quality advisors, and TQL coordinator

- **Reduces fear**

As understanding of the principles and methods of TQL develops, and roles become clearer, people can begin to manage some of the fears typically associated with organizational change. By learning about the changes that may be taking place, fear of change can be minimized. Fear of failure can be reduced when there is an understanding of what actions and behaviors are required. Education plays an important role in the reduction of fear. In addition to educating people in TQL concepts and skills, the ESC should also address people's concerns. A simple comment on progress at quarters or a department head meeting can accomplish a great deal. In addition, various techniques, such as distributing readings from books and articles, scheduling lectures, showing videotapes, holding group discussions, and practicing new skills helps vanquish the unknown, thereby reducing fear.

- **Teaches tools**

People must be provided training in the specific skills they will need for their role in the transformation, whether they are TQL team members, quality advisors, functional managers, or willing workers. By using the “just-in-time” method of teaching TQL tools, teams are provided the knowledge and skills needed to identify customers, determine their requirements, analyze and improve processes, etc.

There are many ways to provide training in tools. For individuals to become proficient, they need to practice the skills, experimenting with the techniques just learned. Effective methods include using simulations, role playing, and case studies. Team members should learn about the tools in the context of working on a pilot project or process improvement effort, where they can practice what they have just learned in a real work setting.

- **Educates Critical Mass**

The initial focus on training the key players (the top leader, ESC members, and TQL coordinator) should be the first step in the educational process. As pilot projects get underway, training sessions should be expanded to include all personnel involved. As the implementation efforts expand, TQL education and training efforts should expand, eventually including everyone in the organization.

- **Provides basis for future actions**

Once organizational members have begun to learn what TQL is, know their roles, anticipate change, and have learned about TQL tools, they are ready for action. Education provides the basis for these future actions by preparing people with the background necessary to make educated choices and to plan for the future. The ESC uses their new knowledge and skills to lead the transformation and to guide others in the course they have set for the organization.

The DoN TQL Curriculum

A core curriculum for TQL education and training reflecting the DoN strategy of an in-house training capability integrated with implementation activities has been developed. The curriculum has been designed to prepare the top leaders and the critical mass to begin TQL implementation activities.

The DoN TQL curriculum consists of six courses:

- **Senior Leaders Seminar**
- **Fundamentals of TQL**
- **Implementing TQL Phase One--Process Management**
- **Team Skills and Concepts**
- **Methods for Managing Quality**
- **System Approach to Process Improvement**

These courses (except for the SLS) are provided to command trainers (TQL coordinators, quality advisors, and other personnel) by the Naval Leader Training Units (NLTU) at Little Creek, VA, and Coronado, CA. The SLS is taught to COs, XO's, and people in senior leadership positions. Within the organization, the TQL coordinator will instruct the ESC in the other five courses, and the quality advisors will instruct the quality improvement teams. These core courses will provide the organization with the knowledge and skills to practice process management and begin the transformation.

Roles ↓ \ Courses	SLS	FTQL	IMPL.	T/SC	MMQ	SAPI
Top Leader	1	2 *	3 *	4 *	5 *	6 *
ESC Member		1 *	2 *	3 *	4 *	5 *
TQL Coordinator		1	2	3	4	5
Quality Advisor		1	2 *	3	4	5
QMB / PAT Member		1 *		2 *	3 *	4 *

Figure 3.1 Recommended TQL Curriculum

* Portions or entire course provided within command by TQL coordinator or quality advisor.

The recommended TQL curriculum matrix, shown in Figure 3.1, illustrates the roles played in the TQL quality improvement team structure, the courses associated with these roles; and the sequence within which they should be taken. **The sequence of courses is based on a building block idea**; information presented in one course is assumed to be understood in subsequent courses. **They should be taken in the sequence listed herein if maximum learning effectiveness is desired.**

The DoN's TQL Train-the-Trainer Concept

Figure 3.1 also illustrates the DoN's TQL Train-the-Trainer concept. **Attendance by the senior leader at the SLS is highly recommended before command trainers (the TQL coordinator and quality advisors) are eligible to attend courses.** Fundamentals of TQL is the first course taken by command trainers, and is a prerequisite for all other courses. Upon completion of each course, the coordinator has the resources to deliver the course or elements of the course, on a just-in-time basis. The knowledge gained is to be used to advise the organization's teams on the proper application of the concepts, tools, and methods of TQL.

Organizational Awareness Training

Organization awareness training is one of the primary methods of developing a critical mass and removing fear of TQL. It can be used to introduce TQL, and generate enthusiasm and interest in its use. Should the entire organization receive the training in one large group? Should the existing organization structures, such as the CPO mess, the wardroom, or the first class mess, be trained separately? Should the training be by department or division? Is there a way to use this presentation to foster cross-functional communication and teamwork? All of these questions should be discussed by the TQL coordinator and the ESC before awareness training begins. The approach taken is not constrained by convention, but it should be consistent with the new philosophy.

Timing of the awareness training is very important. Once introduced to TQL, the organization will expect to see some sort of progress. The ESC should remember that TQL implementation takes a long time. Simply educating and training the ESC takes a long time. Do not introduce the organization to TQL until top leadership is prepared with the requisite knowledge and skills to proceed, has begun pilot projects, and committed to the change.

Education and Training for the Leaders

The ESC is responsible for guiding and directing the implementation of TQL within the organization, therefore, it is imperative that its members receive a thorough education and training in quality. If the members of the ESC are to sustain the TQL momentum in the organization through top leader changes, then ongoing and continuous training is imperative.

- **Senior Leaders Seminar**

The Senior Leaders Seminar (SLS) is a 4-day overview of the philosophy, principles, and methods of TQL. It provides senior leaders with an introduction to the DoN approach to quality. The SLS is designed to provide a brief overview to the top leaders, so they can begin TQL implementation activities. SLS is open to senior leaders of an organization or command, to include flag and general officers, officers in charge (O-5 and above), GS 14/15 Civil Service managers, Senior Executive Service personnel, Command Master Chiefs, and Sergeant Majors of Marine Corps commands.

- **DoN TQL curriculum**

The ESC should receive training at the command in the DoN TQL curriculum. The material will normally be taught to the ESC over an extended period of time by the TQL coordinator, who has attended the courses at the training sites. The educational sessions may take place during an ESC meeting, or time can be set aside periodically for mini - sessions on selected subjects. In addition, ESC members may wish to meet

separately with the TQL coordinator for tutorials on selected subjects or to discuss issues of interest. The full scope of the DoN curriculum should be taught to the ESC. In essence, the TQL coordinator utilizes the training to help walk the ESC through the implementation process both formally and just-in-time.

The presentations should be tailored to the unique needs of each organization. The order of material presented should be based on the stage of implementation activities and the needs of the ESC members. As the ESC and the organization continue in their process management efforts, different topics will dominate. For example, one ESC may need only minimal team skills training, while another ESC may require a great deal more. The viewgraphs, instructors guides, student guides, readings, and videotapes which come with each course are tools intended to aid the TQL coordinator. It is not uncommon for the TQL coordinator, in conjunction with the top leader, to assign projects, to the ESC. A reading plan may be presented to each member of the ESC, customized to their interests, level of knowledge, and the particular issues being addressed by the ESC. Books, videotapes, and other materials for use by ESC members may be ordered from the Naval Inventory Control Point (NAVICP), Philadelphia, PA. For information, phone (215) 697-2237 (DSN 442). The TQL coordinator may not always be able to anticipate the needs of the ESC, or the pace at which they are progressing. The top leader or members of the ESC may ask for training in certain areas, or want information on topics such as quality function deployment team skills or benchmarking. Thus, flexibility is required in planning educational and training sessions.

In presenting the formal courses, the TQL coordinator should involve the ESC in exercises and role playing to increase its understanding of key TQL concepts such as the 14 Points and team dynamics. Initial ESC education and training will take quite a bit of time. It is during this time frame, known as the "incubation period" that top leader begins to understand what quality can mean for the future of their organization. These educational sessions prepare the ESC for selecting pilot projects, and pave the way for beginning Process Management efforts.

- **Seminars**

There are many opportunities outside the DoN for the top leaders to improve their educational base. There are many seminars being put on by private companies involved in implementation of quality improvement. Some, depending upon the sponsoring organization and instructors, can be very helpful to the top leader.

- **Expertise within the DoN**

There are even more avenues available for the top leaders to broaden their knowledge base. There are increasing numbers of people throughout the DoN who have gained knowledge and expertise in TQL concepts, methods, and implementation activities. Liaison with these groups is an excellent vehicle for broadening understanding and gaining insight.

- **Networking**

Networking with leaders of other organizations is an excellent vehicle for broadening a top leader's educational base. In this way, the top leader can hear about successes and failures and learn from the other organization's experiences. Talking with others going through the same situation can be very useful in finding solutions and gaining support. Professional organizations such as the American Society for Quality Control (ASQC), are excellent vehicles for sharing knowledge. A great deal of informal networking usually occurs between members. These organizations conduct seminars and training sessions, hold regular luncheons and meetings with guest speakers, provide training materials, and publish newsletters.

- **Discussions with others**

The top leaders can also broaden their educational base through discussions with individuals involved in TQL. The top leader can conduct informal discussions with the ESC and other members of the organization. The sharing of ideas can be of great benefit as these insights are applied within the organization.

The top leader should also discuss the application of TQL principles, methods, and tools with the TQL coordinator. Since the TQL coordinators have received more formal training than their top leaders, they need to share that knowledge as implementation progresses.

- **Publications / Videotapes**

The top leaders should take every opportunity to broaden their understanding of quality principles and tools. Self-education is essential as quality improvement efforts grow within the organization. Reading books or articles and watching videotapes about TQL or Total Quality Management (TQM) are excellent ways to continue one's own education. In short, the top leaders must continually seek out every opportunity to develop and expand their personal understanding of quality improvement and process management. A selected number of recommended readings and videotapes are available within the Navy supply system. The top leader may also wish to contact their Immediate Superior in Command (ISIC) to check on the availability of materials.

Education and Training for the TQL Coordinator

As the internal consultants who advise and assist the top leaders of their organization, it is imperative that the TQL coordinators be given advanced training of a "how to" nature in such areas as applying the philosophy, utilizing the tools, beginning and sustaining process management and aiding TQL implementation in an organization. They should engage in a continuous effort to broaden their knowledge and experience, and gain exposure on how other organizations have attempted to improve the quality of their products and services, increase mission effectiveness, and meet and exceed customer needs.

- **DoN TQL curriculum**

It is imperative that the TQL coordinator attend all the courses offered within the DoN training matrix presented by the designated DoN schoolhouses. This ensures that he has a good grasp of the concepts contained within each course and is able to teach the concepts to the ESC.

Just as the top leader and the ESC members actively engage in educational and training activities, so should the TQL coordinator. She should be provided opportunities to continue her education by attending seminars on selected topics and networking with other TQL coordinators, quality advisors, and individuals involved with improving quality within an organization.

Discussions with others on related topics is important for expanding understanding, and learning new applications of TQL tools. Reading publications, periodicals, and books; and viewing videotapes provides an important mechanism for keeping up with the field.

The TQL coordinators may be concerned about returning to their organizations, because they may feel they still have a lot to learn. **There are support systems in place to provide additional learning opportunities, advice, and help when needed.** These systems fall into three general categories: expertise within the DoN, networking, and publications.

Expertise Within the Department of the Navy

There are individuals within the DoN who can answer your questions. They are as follows:

- **TQL Specialists**

The TQL Specialists are teams of military and civilian personnel who teach the DoN TQL courses, **and provide follow-up consultation.** The trainers possess a wide-range of skills that can help. The variety of skills available range from statistical process control, process management, team building, team diagnosis, and meeting facilitation, to strategic planning.

To request the assistance of a TQL specialist, submit a letter or fax, on command letter-head, to the Director, Naval Leader Training Unit at the address in your networking roster. Requirements will be met as personnel and schedule availability allow.

- **Headquarters Marine Corps Quality Office**

The Marine Corps has a Total Quality Leadership Office at the Navy Annex. The tasking of the office is to further the practice and understanding of Total Quality Leadership within the USMC. A wide range of services are offered by the office such as a decision support van, on site consulting, education and training, strategic planning

and Covey seminars. The telephone number for this office is DSN 224-0852. Additionally the Marine Corps Total Quality Office publishes the **TQ View** quarterly.

- **Fleet TQL Teams**

The Fleet TQL Teams are military personnel assigned to the CINCs responsible for assisting fleet units with TQL implementation. Divided into three different components: Surface, Aviation, and Submarine (LANTFLT only); the TQL teams assist with training and implementation efforts. They provide consulting services at the request of the Type Commanders (TYCOM). Each TYCOM has a TQL coordinator personally involved with TQL implementation in the community. Each TYCOM does course quota allocation for the DON TQL courses. Interested units should call their appropriate TYCOM for information.

- **Immediate Superior in Command's (ISIC) TQL coordinator**

One of the most valuable points of contact will be your ISIC TQL coordinator. They can provide information on the TQL philosophy and approach, and can also put organizational efforts in the context of their chain of command. These individuals can provide information on DoN TQL courses, DoN TQL efforts, available TQL tools, and other items related to fleet implementation of TQL.

Networking

Networking can be one of the most powerful support systems for those involved in TQL implementation efforts. Networks can provide an individual with a means to compare notes with others, to learn more about TQL and DoN TQL efforts, to discuss ideas with others knowledgeable in quality improvement, and to share resources.

- **Local TQL networks**

Many areas have existing TQL networks. As an example, the Washington DC area's TQL Advocates Network was formed in February 1992 to "create synergy / teamwork between the Navy Commands in the Crystal City / Pentagon area that are implementing TQL." This group is composed of TQL coordinators from the Headquarters activities, and meets to discuss current issues.

The San Diego Total Quality Coordinator's Networking Group provides a forum for information exchange, resource sharing, and implementation assistance for San Diego area military commands. Networking on the base doesn't have to start with a 3-day conference, it can begin with a phone call to other area organizations or to the ISIC TQL coordinator to see if there is a local group.

- **Deming User's Groups**

There are also groups outside the DoN, the Deming User's Group is one such organization with chapters nationwide. This group accepts individual and corporate memberships for a fee. A list of study groups can be located on the Internet.

- **Publications / Videotapes**

There are many DoN and DoD publications that are useful references for the top leader, ESC, TQL coordinator, quality advisor, and others interested in learning about or improving their knowledge of quality. Provided herein is just a small selection of publications and sources from which to order materials. Please note that other sources, public and private, are available.

Publications

- **The TQLeader**

The TQLeader is a newsletter published by the DoN TQL Office (TQLO), Office of the Under Secretary of the Navy. The TQLeader provides information on policy, technical information, book reviews, case studies, tools, methods, and DoN TQL course updates. The TQLeader also contains announcements of upcoming events of national scope, new materials available, and information on winners of quality awards.

Regular contributors include the Secretary and Under Secretary of the Navy, the Chief of Naval Operations, and the Commandant of the Marine Corps. It is usually published quarterly and is available free of charge.

To get on The TQLeader mailing list, fax the TQLO at (202) 685-6853 or DSN 325-6853. You can also send e-mail to the TQLO at "tqlo@hq.navy.mil."

Charting the Course: The Department of the Navy Total Quality Leadership Curriculum Guide

This Total Quality Leadership Curriculum Guide, TQLO Publication 95-01 describes the DoN TQL Education and Training policy, and courses. It includes a listing of books and videotapes required for these courses. A short description of each, prices, and stock numbers are included, along with ordering information. The guide also provides a listing of TQLO publications and addresses some frequently asked questions. It is updated periodically, and expanded to include additional categories of information. *Charting the Course*: may be ordered from NAVICP, Philadelphia or downloaded from the TQLO world-wide-web page (see Internet and Electronic Bulliten Boards below).

- **TQL Newsletters**

Many DoN organizations and commands have their own TQL newsletters. These newsletters have articles by the top leaders, and others involved in TQL implementation. These articles discuss command quality initiatives, document progress, provide lessons learned, give recognition to team efforts, have articles on the

14 Points, etc. In addition, many TYCOMs or staffs have TQL newsletters. Contact your ISIC TQL coordinator for more information on their distribution.

- **Proceedings**

Proceedings publishes a monthly column entitled "TQL Forum" which includes articles on TQL from a DoN perspective.

Other Sources

Reinventing Government Newsletters

Reinvention Express -If you want the latest scoop about Hammer Awards, reinventing government policy announcements, creative partnerships, heroes of reinvention, conferences, innovative federal activities or reinventing government books and reports you need the Express. It's a two page NPR fact sheet that comes out several times a month. It's distributed only by E-mail and fax.

To subscribe by E-mail - send a message to listproc@etc.fed.gov. Put this message in the message space:

"SUBSCRIBE EXPRESS-L FIRST NAME LAST NAME" (Put three spaces after SUBSCRIBE, after EXPRESS-L, and after FIRST NAME).

To subscribe by Fax - Fax your name, fax, and phone numbers to Express, (202) 632-0390

- **Reinvention Roundtable**

A twelve page, two color quarterly magazine featuring federal workers who are creating a government that works better and costs less. To get on the mailing list, fax your address information to Roundtable at (202) 632-0390 or send an e-mail message to pat.wood@npr.gsa.gov

Local Universities

Local universities or colleges are a valuable resource. Some institutions have courses in quality, while some may sponsor seminars or speeches by noted quality experts. Contact either Navy Campus, a university admissions office, or management or engineering colleges for more specific information on courses, seminars, and speeches. If the schools do not have classes on quality, they may have books, journals, or videotapes on quality in their libraries. Contact them for their library admissions or book lending policies, or call the reference desk to inquire about books or journals on specific topics.

Internet and Electronic Bulletin Boards

- **TQLO is on the World Wide Web at [http:// www.tql-navy.org](http://www.tql-navy.org).**

Discover current and historical information about the DoN's quality transformation and about other public and private sector quality-related efforts. Receive specific information about TQLO Publications, Newsletters, Speeches and Presentations, **Implementation stories**, Education and Training information, upcoming events, upcoming Projects and Publications, Announcements, latest information on quality and productivity award programs.

Organizational specific subject areas are:

- What's new
- What we do
- TQL Corner
- Education and Training
- Implementation Stories
- Calendar of Events
- Basic Tools for Process Improvement Tool Kit
- Other TQL links
- TQL publications
- General TQL Issues
- *TQLeader* Newsletters
- Other Agency TQL Newsletters
- FYI
- Speeches and Presentations
- PAR-4

We're Always looking for TQL information!

- **TQLO Bulletin Board**

Access the TQL Office BBS, which offers much of the same information provided by the web site, at telephone # (202) 685-6845. (Documents are available for downloading in ASCII, Wordperfect 5.0, and Adobe Portable document Format.

- **Reinventing Government Websites**

The following web sites will give you information on how federal workers are reinventing government:

National Performance Review Reinventing Government on line: <http://www.npr.gov>
You'll find reinvention documents, news, and speeches.

U.S. Business Advisor: <http://www.business.gov>

The Advisor provides businesses with one-stop access to federal information services, and transactions.

Acquisition Reform Network: <http://www-far.npr.gov/>

This network is helping achieve breakthrough improvements in the way that government obtains goods and services.

Oregon Option Home Page: http://libmail.chemek.cc.or.us/~rilg/OR_OPT/contents.htm

Check out the Oregon Option: A proposed Model for results-driven Intergovernmental Service Delivery

Inspector General Network: <http://www.sbaonline.sba.gov/ignet/>

This is dedicated to the work of the Offices of the Inspector General who conduct audits, inspections, and investigations in more than 60 Federal agencies, as well as their peers in state and local government, education and the private sector.

Finance Net: <http://www.financenet.gov/>

Finance Net is a vehicle and catalyst for continuous improvement and innovation, at all levels of government, in the accountability and stewardship of taxpayer resources.

Budget Net: <http://financenet.gov/budget.htm>

This sister network to Finance Net offers public federal budgeting and financial management information. You can participate in discussions in a news group and subscribe to the Budget Net mailing list.

Lesson 3

Education and Training

Summary

- Quality begins with education and ends with education.
- The DoN TQL education and training program provides top leaders with the training needed to lead and guide the transformation.
- There is a sequence of DoN TQL education and training for the key players.
- TQL education and training is an ongoing requirement and should be integrated with implementation activities.
- The TQL coordinator provides education and training to the top leaders.
- Training should be given in a team setting, and is integrated with implementation activities.
- The DoN TQL curriculum is designed to prepare the top leaders and the critical mass to implement TQL.

Readings

Charting the Course: Department of the Navy Total Quality Leadership Curriculum Guide, TQLO Publication 95-01, January 1995.

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