

Chapter 14: Total Quality and Human Resources Management

1. Meaning & Definition:

Total Quality is defined as a people-focused management system that aims at continual increase in customer satisfaction at continually lower cost. Total Quality (TQ) is a total system approach (not a separate area or program) and an integral part of high level strategy. It works horizontally across functions and departments, involving all employees, top to bottom and extends backward and forward to include the supply chain and customer chain.

Total Quality Management (TQM) is a continuous process of improvement for individuals, groups of people and the total organization. Unlike other methods, TQM is the concentrated focus on continuous improvement. TQM is about changing the way things are done within the organization's lifetime. People must know what to do, how to do it, have the right methods to do it and be able to measure the improvement of the process and the current level of achievement in order to improve the process.

2. Principles of TQM:

- Be Customer focused
- Ensure Total Employee involvement
- Process Centred
- Integrated System
- Strategic & Systematic Approach
- Continual Improvement
- Fact Based Decision Making
- Communication

3. Human Resource Development & TQM:

- Economic liberalizations announced by the Government of India in 1991.
- Opening the Indian economy to the rest of the globe through the globalization policy.
- Ensuring more priority for the private sector to play a constructive role in the restructuring and development process of Indian economy.
- Mounting competition among the industries across the globe.
- Successful companies accord high priority to productivity and systematically understanding and responding to current and future external customer needs.
- Successful organizations proactively and systematically understand and respond to current and future external customer needs.
- Human resources diversity and mobility are creating new employee needs and expectations about the future work culture.
- The information technology revolution is reshaping the core competencies needed in a knowledge economy.

Summary

- Organizational and human resources leaders are being challenged to become effective strategic patterns in the creation of world-class work cultures.

4. The Total Quality Human Resources Strategy:

- Preparing and synthesizing reports from other organizations that have experience in TQM, in conjunction with the management team.
- Assisting with choices about which TQM approach to adopt
- Identifying any internal sources of expertise
- Utilizing the expertise of practitioners from other organizations.
- Ensuring that an appropriate infrastructure for TQM is put into place and takes sufficient account of both customer feedback and human resources management issues.
- Reviewing current practices, behavior and attitude in the organization and assessing their degree of fit with TQM
- Shaping the type of organizational structure, culture and ethical climate appropriate for introducing and sustaining TQM
- Designing and delivering senior management development courses that set the proper tone for TQM
- Developing a TQM directory of internal resources and expertise.

Total quality HR strategy managers facilitate the introduction and adoption of TQM by being actively involved in the following activities:

- Encouraging and facilitating a total quality partnership between the company and union leadership in order to establish collaboration to benefit all stockholders.
- Training all formal leaders (including union officers) in the principles of TQM, advising them of the best means of developing a process of continuous improvement within their areas of influence, encouraging them to persuade everyone to take personal responsibility for their own quality assurance and being prepared to seek improvements.
- Identifying the conditions necessary for the successful use of quality management tools and techniques.
- Providing guidance on what is necessary for the successful employment of teams that focus on quality improvement and how they fit into the organizational structure.
- Training & coaching facilitators, mentors and team members in interpersonal skills and how to manage the improvement process.
- Designing communication events and vehicles to publicise the launch of TQM and early successes.
- Institutionalising organizational ethics development programs.
- Consulting with employees about the introduction and development of TQM.
- Proactively contributing to vision and mission statements and preparing quality objectives for dissemination to staff, customers and suppliers.

Summary

Total quality HR strategic management would not be complete if HR practitioners do not review their own activities as they do all other areas. Some of the more typical self-review total quality activities include:

- Undertaking a department mission analysis of the functional contribution of human resources to the organization. This could include the following:
 - a. Identifying internal customers and suppliers
 - b. Agreeing to performance measures as part of service-level agreements
 - c. Tracking such measurements
 - d. Identifying non-value-added activities
 - e. Taking part in cross-functional project teams to resolve interface problems with customers and suppliers
- Selecting new HR employees only with peer and customer involvement
- Appraising and rewarding HR staff for teamwork, ethical integrity and customer satisfaction
- Training and developing HR employees on a regular basis
- Surveying and distributing the results of HR staff satisfaction and ethical climate surveys.
- Providing advice on ethical problem analysis and conflict resolution within a specified and agreed-upon period.
- Benchmarking HR policies and processes with world-class models.