

U.S. Department
of Transportation

Western-Pacific

Federal Aviation
Administration

Intercom



Issue 91-27

July 8, 1991

Region Welcomes New Staff Quality and Environmental Staff, AWP-8

Barry Brayer has been named as the manager of a newly-created office in the Western-Pacific Region -- the Quality and Environmental Staff, AWP-8.

According to Brayer, the office has two main functions, as its title indicates -- quality management and environmental concerns. Here is an overview of the staff's responsibilities:

Quality Management

AWP-8 is the focal point for the region's Total Quality Management philosophy of providing the best possible services to our customers. Brayer says that the region has several ongoing programs including Employee Involvement in Airway Facilities and Quality Through Partnership in Air Traffic. These efforts, and others like them, augment the agency's



Barry Brayer

goal to enhance quality service to both internal and external FAA customers.

One of the initial projects the AWP-8 staff will undertake is a series of site visits to locations throughout the region. Beginning in the fall, a team will be visiting various airports and meeting with representatives from airlines, airport management, fixed base operators, pilot organizations, repair stations and airport concessionaires. The information gathered from these sources will be conveyed to FAA offices for their evaluation by quality teams.

A second initiative underway is the training of the regional division and staff managers in a formal TQM session. John Burt, Executive Director for Acquisition, AXQ-1, will personally provide the leadership direction

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What is Total Quality Management

By Barry Brayer

Think for a moment about the last time something impressed you as being particularly well done. Perhaps it was the service you received at a restaurant or a courteous response from a telephone operator.

Services that satisfy a customer

don't just happen by accident, nor does Total Quality Management -- it is excellence by design. It takes a lot of hard work, careful planning, listening to the customer, teamwork and involvement of everyone in the process (from the top of an organization to the

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Spearheading TQM

FAA's Total Quality Management Executive Steering Group has 16 members. In addition to Administrator James Busey and Deputy Administrator Barry Harris, they are:

Arnold Aquilano

Associate Administrator for Airway Facilities

Steve Bell

National President, National Air Traffic Controllers Association

Tony Broderick

Associate Administrator for Regulation and Certification

John Burt

Executive Director for Acquisition

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on July 18 and 19.

Environment

The staff has been appointed as the regional contact point for environmental issues. All environmental activities in the region will be coordinated with the staff including environmental impact statements and environmental assessments.

Brayer indicates that the office is not yet fully staffed, but eventually one environmental specialist, one program analyst and an administrative officer will join him on the team.

Regional Administrator Carl Schellenberg, who strongly endorses service quality enhancement to FAA customers, sees the creation of the new office as a celebration of the history of the many successes already achieved.

"It seems that whenever we start a new effort like TQM, it somehow can imply we haven't been doing a good job," he commented. "That's simply not the case." He emphasized that sharing the quality management successes enjoyed by many of the region's offices will benefit many other FAAers.

"There's no mystery to TQM," Schellenberg added. "We need to be open to suggestions from fellow workers and the people we service for new and better ways to do our business," Schellenberg said of the TQM philosophy.

The Regional Administrator added that the environmental function works well with quality management since both areas focus on FAA customer concerns. "It is a matter of recognizing that there is more to our business than building facilities or operating the air traffic control system. Establishing a regional focal point for environ-

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Ted Criswell
Special Assistant for TQM

Joe Del Balzo
Executive Director for System Development

Arlene Feldman
New England Regional Administrator

Len Griggs
Assistant Administrator for Airports

Bruce Henry
National President, National Association of Air Traffic Specialists

Howard Johannssen
National President, Professional Airways Systems Specialists

Herb McLure
Associate Administrator for Human Resource Management

Mike Moffet
Assistant Administrator for Policy, Planning and International Aviation

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INTERCOM is published weekly for the employees of the Western-Pacific Region by the Public Affairs Office AWP-5. Articles and photos are welcome. If you have questions, suggestions or submissions, contact the Editor at FTS 984-1431 or 213/297-1431. When writing, address all correspondence to: Federal Aviation Administration ATTN: AWP-5, P.O. Box 92007, WWPC, Los Angeles, CA 90009-2007.

Forging Ahead

Top Managers Focus on Total Quality Management

Working better, smarter and striving for continuous improvement is one of FAA's top goals as the agency forges ahead with Total Quality Management.

Total Quality Management, TQM for short, received an important boost from a special 16-member group formed earlier this year. Called the Executive Steering Group, it consists of top FAA managers, including Administrator James Busey who chairs the group, and three union presidents.

The steering group is accelerating TQM by:

- Developing long-and-short-range TQM goals.
- Demonstrating leadership.
- Providing resources for TQM education and training.
- Setting up and chartering quality management boards to address broad areas for potential improvement.
- Providing guidance, authority and resources to foster the continuous improvement in the quality of the work environment and FAA's products and services to both internal and external customers.

The group has met four times -- in January, April, May and June -- and plans to continue to meet monthly.

One of the group's most important goals is to provide TQM "awareness" training to all FAAers. TQM "tools" training is also being offered and will be provided on a just-in-time basis as employees become involved in quality improvement projects. The FAA has decided to train agency employees using in-house personnel.

Organizational Dynamics Inc. has been selected to provide "train-the-trainer" instruction to key FAAers. In turn, these employees will help with in-house training for their fellow employees.

To date, two train-the-trainer "awareness" and two "tools" workshops have been held with additional courses planned through the 1992 fiscal year.

Along with top-level commitment and involvement and training, other initiatives are underway throughout the agency.

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mental issues is a way to place greater emphasis on areas impacted by FAA actions," he added.

Barry Brayer managed the International Aviation Staff, AWP-4, prior to his selection as manager of the Quality and Environmental Staff. A 21-year veteran of the FAA, Brayer has served at the FAA Technical Center, Los Angeles Airway Facilities Sector (AFS), Buffalo AFS and Western-Pacific Airway Facilities Division.

An informal quality network meets every other Tuesday afternoon at Headquarters to exchange information, share ideas and experiences and promote TQM.

Regions and centers are included quarterly through telephone hookups. Attendees at these meetings have normally been mid-level FAAers, first- and second-level managers, but all are welcome.

Network minutes are available to interested FAA employees. Many organizations have moved ahead with their quality improvement plans -- at Headquarters, regions and centers -- but these efforts are just a beginning.

The TQM team stresses that the FAA is committed to continuous improvement and is building on these experiences by incorporating successful ideas and approaches and identifying "lessons learned."

As more training is provided, awareness increased and more FAAers involved, the agency will provide a greater focus on all customers. This will make quality an integral part of all agency operations.

Ted Criswell, Special Assistant for TQM, is the person to contact if you are interested in joining the FAA Quality Network, receiving the network's minutes of meetings or have TQM-related questions. His number is FTS 267-7925 or 202/267-7925.

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bottom). TQM also requires special training, systematically looking for ways to improve, measuring performance and an esprit de corps that comes from people in an organization who feel appreciated.

TQM builds on techniques that have been successful and adds other dimensions like customer focus and continuous improvement. Total Quality Management is a process -- not a program.

A number of major efforts are already underway throughout the region including Employee Involvement in Airway Facilities and Quality Through Partnership in Air Traffic. Starting in September, Regional Administrator Carl Schellenberg will begin a series of service assessments with FAA's external customers in cities throughout the region. He and division managers will meet one-on-one with aviation officials to obtain candid feedback on how we in the FAA are perceived. This information will highlight areas where quality of service may be enhanced and give the FAA an opportunity to heighten the satisfaction of our customers.

This is only the beginning of the process. TQM takes commitment from all avenues of our organization. With combined efforts and teamwork, we can accentuate our status as a respected, leading governmental agency.



Total Quality Management Philosophy

Our mission is service to the nation by fostering a safe, secure and efficient aviation system which contributes to national security and the promotion of U.S. aviation.

High quality is absolutely vital to our mission and requires total commitment at all levels to sustain an efficient, effective aviation system and reaffirm U.S. aviation, including industry, as the best in the world. The following principles of continuous improvement embody our Total Quality Management (TQM) philosophy:

- *Our mission should be reflected in all that we do. If we are doing things that don't support our mission, let's change.*
- *Our employees are our most important asset. Provide an environment which assures the dignity of all our employees, encourages them to develop their skills, promotes job pride and satisfaction, and rewards initiative and improvement.*
- *Listen to your associates and subordinates. Encourage participation in decision making. Promote and recognize team work in all our efforts.*
- *Don't be afraid of change. Look for better ways to do business. If the ways we are currently doing our jobs don't make sense, ask questions and make suggestions for improvement.*
- *Implement improvements to our products and procedures. Publicize the efforts to ensure that the changes are implemented in all our activities. Identify the improvements to other government agencies and private industry so we can all benefit.*
- *Provide educational and training opportunities. Actively promote participation by all employees. Train your subordinates.*
- *Encourage TQM implementation by our suppliers of equipment and services. Reward improved performance.*
- *Personally lead and reward improvement.*

I am deeply committed to these principles and strongly encourage each member of the FAA to make them part of our daily lives.


JAMES B. BUSEY
Administrator