

Chapter 9 Managing quality and productivity

- Recent trends affecting the HR today are
 - More workers after the service industry
 - Requires empowerment
 - Flexible work scheduling
 - Aging work force

- Alternative work scheduling
 - Flextime
 - Flextime pros and cons
 - Advantages
 - Reduce absenteeism
 - Less slacking towards the end of the day
 - Better utilization of limited resource
 - Disadvantages
 - Difficult to implement
 - Findings
 - Conditions for success
 - Not applicable in factory jobs
 - A flex time project coordinator should be appointed to oversee the activities of all flextime employees

- Four-day workweek
 - An arrangement that allows employees to work four ten-hours days instead of more usual five eight-hour days
 - Advantages
 - Productivity increases as there are fewer start ups and shutdowns

- Workers save money in transportation cost and enjoy more holidays

- Disadvantages

- Tardiness is a problem

Job sharing

- A concept of two or more people to share a single fulltime job

- It is used during economic hard times

- Flexi place

- Flex years

- Sometimes firms send their employees for advance training or diploma that requires this privilege

- Using quality circles

- HR plays a crucial role in setting up the QC

- Steps in QC are

- Planning

- Training

- Initiating

- Operating

- Planning the circle

- Usually takes about one month

- A consultant is selected to assist the top manager to implement the QC

- Steering committee for QC is selected

- Objectives of steering committee

- Set up the bottom line improvement objective they like to see

- Initial training
 - Facilitator and QC leader meet with a consultant to discuss
 - First day is spend on setting up quality objectives

- Initiating the circle
 - Here dept manager meets with QC leader, employees, consultant, and facilitator formally

- The circle is in operation
 - The QC here is fully operational in terms of problem solving and analysis

- Involves five stages
 - Problem identification

 - Problem selection
 - Circle members decide on which problem to focus on priority basis

 - Problem analysis
 - Circle members start to collect and collate data pertaining to the problem
 - Group members NOT the out side expert or a group leader solves the problem

 - Solution recommended
 - The solutions are presented in oral presentation

 - Solution review and decision by mgmt
 - QC always follows the chain of command
 - The presentations made to the manager of the dept

NOT to the executive manager or to the steering Committee

-In few cases managers decline to sign on the solution immediately but need further verification by outsiders

-Some problems of QC to be aware of

-Top mgmt is not committed enough to the QC

-Sometimes depts. criss cross their area to deal with problem

-Immediate supervisors may interfere or slow down the progress or may not assist in the QC because they fear that they may loose control or the QC may undermine their authority or look brighter than them

-Making QC more effective

-Toward more effective QC

-More and more companies are making the QC membership involuntary and mandatory

-Top managers must create an atmosphere of trust and confidence and they must demonstrate it

-Provide training to complement the QC sessions

-TQM program

-Comprehensive quality improvements program may include

-Total quality management (TQM)

-Quality improvement process (QIP)

-Total quality control (TQC)

-TQM

-Two prestigious awards for quality achievement are

-Self directed team

-The nature of self-directed team

-Highly trained work groups that use consensus decision making and broad authority to self-direct their activities

-Members will be attached to each other and won't let down

-Characteristics of self directed teams are

- Team is free to choose their members
- They design their jobs
- They are empowered