



AFSC SPACE SYSTEMS DIVISION

Total Quality Report



"REPORTING ON SSD ACHIEVEMENTS IN TQM"

MAY - JUNE 1991

GEN KLICK LOOKS AT SSD VISION

You've all seen the SSD Vision statement. Many organizations have it framed and displayed in their work areas. But with the continuous improvement concept, some people have felt that perhaps the Vision could be improved upon.

Vice Commander Brig Gen Jean Klick has been holding meetings to discuss improvements on the Vision statement. The objective of these meetings is to evaluate if the Vision should be changed and what the changes would be.

The aim is to assure the statement is meaningful to all SSD personnel, as well as to reflect the direction in which we intend to go.

GEN TOURINO SPEAKS AT TQM SEMINAR

Brig Gen Ralph Tourino, Commander of the Ballistic Missile Organization (BMO), participated in a panel on TQM in DoD Acquisition at a recent TQM Seminar for Aerospace and Defense.

Brig Gen Tourino explained the important role of TQM in BMO activities and his commitment to excellence. He also answered questions from the floor on how TQM can be applied in acquisition.

Other members of the panel included the Mr Pat Malone, Assistant for TQM for the Under Secretary of the Navy, Mr Jack Strickland, of the Federal Quality Institute, and Brig Gen Frank Watson, USAFR.

GEN CROMER HOLDS OFF-SITE

SSD Commander Lt Gen Donald Cromer recently held an off-site at Vandenberg AFB to re-evaluate the direction of our Total Quality efforts and to make the proper improvements and corrections. Participants consisted of the 2-Letters and Staff.

Some of the topics covered were the roles of the SSD TQM office and the Corporate Council, the SSD Vision statement, and the measurements of improvements. Various concerns in dealing with TQM implementation were also addressed.

The session was facilitated by Lt Col Dan Simek and Capt Tom Geoghan. Results from the various action items will be forthcoming.

SDI PROGRAMS' TQM TO BE EXPLAINED AT CONFERENCE

A paper explaining the concept of implementing TQM within the SDI Programs (CN) has been selected for presentation at the National TQM Conference in Washington D.C. in July.

The paper will be the opening presentation of the symposium, following a speech by Air Force Gen (ret) Michael Dugan. The SDI presentation and one on TQM in the Navy will be the only papers delivered by DoD personnel. All others will be presentations from industry.

This presentation will explain a

Three Phase Approach to implement TQM. An important part of this approach is that it addresses the motivations of managers and workers to implement TQM. This perspective TQM is of interest to various organizations and companies.

Examples of applications from SDI program offices and from their various contractors are also given.

This one hour presentation is also available to interested SSD organizations and their contractors. It is appropriate for personnel at all levels.

WHAT'S INSIDE:

Good news on TQM from:

- Civil Engineering (DE) page 2
- Small Business (BC)..... page 2
- Milstar (MS)..... page 3
- Clinic (SGA)..... page 3
- SATCOM (MH)..... page 4
- Satellite Control (CW). page 4
- DSP (MJ)..... page 5
- Intelligence (IN)..... page 6
- Security (SP)..... page 7
- Meteorology (WE)..... page 8
- and others.

HOW DO YOU KNOW THE CUSTOMER'S SATISFIED?

TQM is concerned with customer satisfaction. But, how do you know if the customer is satisfied with the products or services provided?

How do you know if your boss is happy with your work? How does the program office know if their customer, AFSPACECOM, is satisfied with the satellite acquired? How does the Base Clinic know if they are properly serving their customers? (see article on page 3).

One way you can tell is from actions by the customer: repeat business, complaints, promotions, bonuses, or letters of commendation.

But often the customer simply doesn't say anything. In that case, you must take action by asking, "How are we doing?" This can be done personally or by a survey.

Listening to the customer will indicate if he is satisfied or not.

HAWTHORNE POLICE GET HELP ON TQM

Methods used in implementing TQM at Space Systems Division are helping the City of Hawthorne Police Department to start their own TQM program.

Since they are a local government agency, the Hawthorne Police Department's efforts to implement TQM and related problems are somewhat similar to those of SSD. They are concerned with how to start TQM and how to measure improvements.

Their program has been given assistance from Air Force TQM experts, and they are also being helped by the Northrop TQM office.

CIVIL ENGINEERING ADVANCES IN TQ

by Col William G. Norton

The TQM initiative within the Directorate of Acquisition Civil Engineering (DE) has shown significant advancement. This activity follows the establishment of our TQM Goals:

"Excel in everything we do:

-- Satisfy customer needs,

-- Take care of our people,

-- Improve work processes, and

-- Comply with the law."

During the past quarter we established a "Continuous Improvement Suggestion Program" to achieve process improvements and quality of life improvements, as well as to seek elimination of unnecessary work. Suggestions are submitted directly to the director or deputy director for evaluation.

Thus far, six suggestions were

submitted of which five were approved. Two suggestions have been totally implemented or completed and three are in progress.

We have developed matrices to measure our progress toward meeting our goals. The matrices address meeting customer-need dates, processing time standard, the suggestion program, compliance with law, and environmental concerns.

A quarterly environmental lecture series for SSD and Aerospace personnel was recently initiated. The objective of the series is to provide current information on and sensitize personnel to environmental concerns and the need to comply with law. The first lecture, *Environmental Technology and Management*, was presented by Dr. Paul MacGready, CEO of AeroVironment, Inc.

(Col Norton is the Director of Acquisition Civil Engineering)

AEROSPACE HOLDS CONCURRENT ENGINEERING SESSIONS

The Aerospace Corp. has been holding regular meetings with guest speakers to explain various aspects of the important TQM development tool, Concurrent Engineering.

Topics such as Taguchi Methods and Benchmarking have or will be covered. The understanding of these tools is essential in dealing with contractors and to encourage high quality from them.

Although primarily for Aerospace employees, these regular educational sessions have been open to SSD personnel. Lt Col James Dwyer, at 336-7957, is the point of contact concerning these sessions.

SMALL BUSINESS ORGANIZATION LOOKS AT TQM

by Charles R. Willett

The Directorate of Small Business (BC) is stressing TQM in the way we do our work. We have participated in two off-site TQM training sessions, sponsored by the Chief of Staff (CS) and have also attended the MILSTAR sponsored TQ workshop.

As a result of the training and workshop, BC is currently reviewing all of our processes for the purpose of eliminating or improving those processes that are inefficient or of no value-added.

(Mr Willett is the Deputy for Small Business)

MILSTAR HAS MANY TQ ACTIVITIES

by Anna L. Saunders

The Milstar Joint Program Office (MS/MJPO) has been very involved with Total Quality. We recently sponsored the first SSD SPO/Industry seminar, with the theme of *People Empowerment* and received high praise from everyone attending.

Program Director Col Dale Condit is hosting a 15 session series of *Lessons in Leadership* targeted for - but not limited to - Captains and civilian equivalents with 3 to 4 years of acquisition experience. The lessons are in a participative group format.

Hosted Teamwork Off-Site

MJPO recently hosted its second teamwork off-site with Lockheed. The facilitator was Mr Dan Robinson from DSMC, and he led discussions on team-building. This teamwork off-site proved to be a success, as was the first, which was held in July 1990.

We have several Task Force (Process Action) teams ongoing at present, examining our processes for communications, administrative activities, security, and contract incentives. A new Task Force, looking at the MJPO organizational structure, will commence in May 1991. In addition, we have several joint Task Force teams with Lockheed, TRW and the DPRO.

Our "Search for Opportunities" box is now in residence at the MJPO and our second (local) TQ information newsletter has been published.

(Ms Saunders is the MS Contracting Officer and TQM Process Manager)

CLINIC KICKS OFF TQM PROGRAM

by Maj Michael Earnshaw

On 25 March 1991, the SSD Clinic (SGA) officially kicked-off its TQM program with an off-site that included the Commander, Col Robert C. Armstrong, and fourteen members of the executive staff and middle-management. The day long meeting was entitled *Leadership and Total Quality Management* and was facilitated by Capt Tom Geoghan of the SSD TQM office.

Since the meeting, the Clinic has named 1Lt Ted Persinger as TQM facilitator; has distributed magazine articles on how TQM is implemented within the medical profession and service industries; and has

scheduled the rest of the Clinic personnel for TQM awareness training. Additionally, several ad hoc committees have been appointed to review systems and programs at the Fort MacArthur Clinic and within the Pharmacy and Laboratory.

Although TQM is a relatively new concept, the USAF Medical Service including the Clinic, has had an effective quality assurance program in place for several years. The QA program is very customer oriented and includes an extensive patient satisfaction questionnaire and review process.

(Maj Earnshaw is the Clinic Administrator)



Say, "Ah..."

Say, "Ah believe in TQM!"

EMPOWER BY MOVING DECISIONS

Moving decisions to the lowest possible level is the best way to empower your people. Not only do they feel part of the team, but it also reduces the work you must do.

ATLAS SPO STARTING TOTAL QUALITY

by 2Lt Tom Layne

Under the leadership of Lt Col Mike Lacaillade, the Atlas SPO (CLM) has started to implement the Total Quality way of doing business. To start with, the SPO has established a Vision Statement and has set down its Goals.

We conducted a survey among CLM personnel to identify our customers and providers. We are also developing a TQM Implementation Plan which is to be completed in May.

CLM is in line to have their TQM representative formally trained in the SSD TQM Process Management training. In the interim, the SPO is being aided by the CLZ Process Manager, Capt Tom Eide.

(2Lt Layne works on Atlas Engineering and is the CLM TQM Process Manager)

SATCOM SPO MOVING FORWARD WITH TQM

by Capt Rob Roberts

The SATCOM SPO (MH) has been moving forward in implementing TQM. We are training our people and starting to establish process action teams (PATs).

Approximately 75 percent of the SATCOM SPO has received TQM Awareness Training through two sessions conducted by Mr Bill King. We expect to complete this TQM training with one more session in the May-June time frame.

We recently started our first formal PAT, which will be headed up by Capt Rob Moyle from MHE. This group will be looking at the MH test documentation evaluation/review process and studying ways to improve it.

A mechanism for submitting process improvement ideas has been set up in MH. This program will be used to establish more PATs in the future. Our momentum in implementing Total Quality has been increasing.

(Capt Roberts is Chief, Contracts Management Division and is also the MH TQM Focal Point)

* * *

GEN KLINK TO SPEAK ON TQM AT UCLA

Brig Gen Jean Klick, SSD Vice Commander, will speak at a symposium on *Partnerships for Total Quality* being presented by the UCLA School of Management in late May. Gen Klick will explain the various SSD TQM initiatives on partnerships and the progress being made here.

PROCESS IMPROVEMENT USED IN SATELLITE CONTROL SPO

Capt Astrid Kleinsmith,

The Satellite Control and Data Handling SPO (CW) started its TQM program over a year ago when Col Terry Graham, CW Deputy Program Director, established what we call the Process Improvement Board (PIB).

The main purpose of the PIB is to facilitate the adoption of the TQM philosophy and principles through training and Process Action Team (PAT) management. The PIB members are Capt Astrid Kleinsmith, Capt Alan Holt, 1Lt Dale Mims, 1Lt Don Slife, and Mr Tom Huffman.

CW is emphasizing the use of PATs

Thus far, CW has established three process action teams (PATs) at the SPO level and two PATs at the Directorate level. These five are the CW Engineering Change Proposals (ECP), CW Goals and Objectives, System Deficiency Reports (S/DRs), CWI Goals and Objectives, and CWR Library document filing and retrieval PATs.

Goal to Provide Training

The goal of the completed ECP PAT was to define and document the CW ECP process and then provide training to everyone. PAT membership is from all CW directorates and support contractors and

is led by 1Lt Tim Chamillard. This PAT has successfully completed its goal and is continuing to track and analyze the effectiveness of the documented process.

The purpose of the CW Goals and Objectives PAT was to define the organizational goals and thus enable directors to focus on these goals and to develop their own directorate's goals and objectives.

This PAT also allowed CW senior managers to get some first hand experience with the challenges of properly organizing and conducting a PAT effort. PAT membership includes all CW directors, representatives from contracts and logistics, Col Larry Whipple as team leader, and PIB members as facilitators. This PAT is also complete but will meet, as required, to measure progress and update goals.

Has Multi-Command Team

The SDR PAT, though established by CW and led by 1Lt Mims from CWA, is a multi-command team consisting of AFSC, AFLC, AFSPACECOM, and AFOTEC members. This team has the biggest challenge because of the complexity of the process and number of stakeholders. Nonetheless, the team's effort is progressing smoothly and expects to have preliminary recommendations in June.

The remaining PATs are new. CWI's PAT is led by Lt Col Ray Bonesteel and CWR's PAT is led by Capt Doug Smith. All of the people working on the CW Process Action Teams feel they are making a worthwhile contribution to improving the effectiveness of the SPO.

(Capt Kleinsmith is the CW TQM Coordinator)

DSP IMPLEMENTS PLANS

by Lt Col Richard S. Cheney

DSP is now into the seventh month of its 3-Year Improvement Plan. We have gone through many growing pains in implementing our plan of action, but we are still on track and our teams continue to work towards process improvement.

We recently held our first Supplier/SPO Partnerships Conference at Ft MacArthur. Sixty people were selected from our suppliers and the SPO to work together to prioritize processes for future team actions.

The following four areas were considered: business practices, program management, working relations and program requirements/long-range planning. The output from the conference are being acted on by the senior managers from each MJ organization.

DSP is looking at four areas for team activities

Identified Processes

Our Internal Business Process Working Group has identified seven major systems that comprise the SPO's work. Each of these areas has been thoroughly reviewed to determine specific processes and to identify ownership and how these processes function today. The team prepared a prioritized list, in order to select several teams immediately and begin the improvement process in this area.

The Systems Engineering and Test office (MJJI) formed a Systems Engineering PAT, chaired by Paul Leuthauser (who led our Training

PAT), to define the DSP system. The team has equal numbers of Air Force and Aerospace personnel and was started to help establish and define the role of MJJI.

Aerojet recently briefed Program Director Col John Kidd on the results of a 7-month PAT for our Post-Launch Orbital Support. Aerojet led the team, but membership included TRW, Aerospace and the Air Force (Paul Leuthauser, Kathy Hays and Dwayne Matias). The team identified 13 near-term and 11 long-term process improvement activities

that will streamline our post launch support. Col Kidd praised the team for their initiative and thanked the team mentor, George Evans of Aerojet, for the support he gave the team.

Col Kidd also said that this is how TQM should

work: see the need for improvement, get the right people together, and make it happen! He strongly supported the initiative of his people and encouraged all of us to get involved in more activities like this.

Met With IBM

Lt Col Larry Farnell leads another TQM initiative at DSP by developing a team cooperation with IBM Program Managers by setting up two brainstorming meetings. In the first meeting, the new SPO/IBM management team jointly developed a new Program Management Review agenda, stressing open communication and team attitude.

The meeting started with Lt Col Farnell informing IBM that he was

interested in improving the way IBM and the SPO did business. Deming's 14 Principles were reviewed along with the agendas of other SPO/IBM meetings. As a result of a productive brainstorming session, a new agenda for future meetings was agreed to.

Discussed Issues

In the second meeting, the team attitude continued to grow as future problems and issues facing the DSP ground systems were discussed. This exercise was very enlightening for both sides and it was agreed that future meetings must continue to foster this kind of open communication.

If you want more details on the DSP TQM plan, you may call me at AV 833-5773 or (213) 363-5773.

(Lt Col Cheney is the MJ TQM Director)



The *real* Mr TQM !

SSD SUGGESTIONS GO TQM

The SSD Suggestion Program will retroactively consider internal TQM initiatives and ideas. For more details, call 3-CASH.

VIEWS GIVEN ON SUCCESS CRITERIA

by Lt Col Richard S. Cheney

The question has been asked of how we measure success in MJ. The completion of our TQM Awareness Training showed us that our people were the key to any improvement activity. As a result, not only do more people volunteer for our teams, but the managers have now taken the initiative to form their own PATs within their divisions.

We also measure our progress through the initiative of our people, using their knowledge of the problems and empowering them to make work place improvements.

How can you measure your progress or get started on the path to quality? There is no single right answer, since no two organizations are exactly alike. Use the following as a quick guide:

1) *Get unequivocal support from the top management for a quality program and a firm commitment from that top manager to personally lead that effort;*

2) *Assign people to work TQM as a full-time job;*

3) *Get educated.*

Education is crucial to the cultural change, and there are many ways of obtaining it: seminars, talking to TQM Process Managers, reading articles/books, and watching videos.

The SSD TQM office can help you out with most of these items, the Aerospace library has an extensive collection of TQM materials, and the Base Audio Visual library can give you access to a number of DOD TQM videos.

(Lt Col Cheney is the MJ TQM Director)

INTELLIGENCE DIRECTORATE MEETS ON CONTINUOUS IMPROVEMENT

by Cathy W. Spencer

The Directorate of Intelligence (IN) began to visibly implement TQM into its daily activities when the new Director of Intelligence, Lt Col Gary T. Whitworth, arrived on station. Lt Col Whitworth started the IN TQM initiative by getting his people involved in TQM training and by surveying IN customers within SSD.

Lt Col Whitworth, along with some of his key personnel, met with directors of the various Program Offices to share what IN's function is at SSD and to find out what the SPOs liked and disliked about the way IN did business. The meetings proved to be very beneficial.

IN recently started to hold Continuous Improvement Working Group (CIWG) Sessions - (TQM in disguise). Ms. Cathy W. Spencer, the IN Technical Director, has been conducting these sessions with help from Capt Robert Tompkins, the Chief of the IN Special Security Division.

TQM CAN HELP CAREER ADVANCEMENT

"You've got to be kidding me! The next thing you'll say is that it will help my love life!"

Yes, it can help in *that* too, but we're talking about Career Advancement here.

An important TQM principle is *Satisfy Your Customer*. Your boss is your customer, and if you keep him or her happy, your chances for advancement are greatly improved. Whenever you do an assignment, ask yourself if the customer is satisfied.

Now, about your love life...

The first session was held during lunchtime in the IN Vault Conference Room. With a little help from Pizza Hut, everyone was quite willing to participate in the discussion of "Who are our customers? What are our products and services? and How do our customers expect us to do our job?" We gained insight from this hour long session. Also, it was just the right amount to stimulate everyone's interest in the CIWG.

During the second session, a couple of weeks later, the group spent the hour reviewing session one and writing the IN Mission Statement and IN Vision Statement. The recent third session topic was "How to analyze a process."

Lt Col Whitworth is quite pleased with the results of the short sessions. IN is trying hard to create an environment which promotes continuous improvement.

(Ms Spencer is the IN Technical Director and TQM POC)

MOTOROLA USES QUALITY METHODS

Motorola applied the TQM principle of *Variability Reduction* in the design and manufacturing of their hand held pager.

It now has a Mean Time Between Failures (MTBF) of 150 years and is rated the best in the world. *That sucker ain't never going to fail on you!*

Using Variability Reduction principles should also be applied to the products we develop and acquire. It is the wave of the future in design and development.

BOOK REVIEW:

“THE IMPROVEMENT PROCESS”

by Lt Col Richard S. Cheney

The book *The Improvement Process* was written by Dr H. James Harrington, past president of the American Society of Quality Control. Dr Harrington presently runs the quality consulting firm of Harrington, Hurd and Reiker (HH&R).

The HH&R approach was used by both the ALS and DSP SPOs in implementing a TQM program. This book was used in conjunction with Harrington's *Improvement Vision and Strategic Planning Manual* to develop the comprehensive improvement program used by these SPOs.

In my opinion, *The Improvement Process* is a good reference for quality improvement ideas. I feel it is a good single source for anyone involved with a quality improvement program. It is a hands-on reference, providing information on nurturing your quality program. It contains checklists and other ready reference materials that can be used in running the program.

The book defines the roles of the managers, workers, suppliers and customers in a new light. Significantly, the book gives examples throughout of how successful corporate programs started and where they are now and names those involved. Readability is high and content is well focused for people who have already been introduced to TQM.

(The Improvement Process, by H. James Harrington, 1987, Quality Press, ASQC, 310 W Wisconsin Ave, Milwaukee, WI 53203, 224 pp, \$39.95)

SECURITY USES QFD FOR COMPUTERS

by Maj T. David Morgan

The Directorate of Acquisition Security (SP) recently implemented a TQM approach in the development of a computer networking system, called Schedule Data Communications System (SEDACS). TQM Process Manager Capt Jeff Dow and Mr Haj Uyehara of Aerospace performed the development.

The new system will have the ability to transmit and receive classified message traffic between the launch scheduling and manifesting offices located at HQ SSD, HQ AFSPACECOM, ESMC, and WSMC.

**SP used QFD,
a powerful tool to team
the Supplier and
Customer.**

SEDACS utilizes a team of cross-functional users and implementers, incorporating the TQM method of Quality Function Deployment (QFD) throughout the design, installation, and testing phases of the system.

Facilitates Groups

The QFD approach facilitates using working groups of Government and contractor personnel from the many offices of the four involved locations to brainstorm the functional requirements and implementation methods.

The result of using this technique is significantly reduced system “bugs,” administrative procedures, and technical problems - all of which cause lapses in schedules and increases in cost.

SP has also provided the ATLAS II, DELTA II, and GPS program offices with an efficient and expedient contractual vehicle to install electronic security upgrades to their facilities at CCAFS.

Acquisition Security is in the process of contractual negotiations for a multi-million dollar effort, utilizing the Microelectronic Technical Support Program (MTSP) contract, managed by AFLC out of McClellan AFB.

Upgrading Facilities

This open-ended, task driven contract provides a means to obligate funds and have on contract, within weeks, any effort which involves the upgrading of existing Air Force programs/facilities with the use of microelectronics.

The result of this activity is a TQM approach to getting a vital project underway in record time, and the ability to obligate funding quickly.

In summary, SP is looking into new ways to implement improvements within Security at Space Systems Division.

(Maj Morgan is Acting Director of Acquisition Security)

If an apple a day keeps the doctor away, what will applying TQM do?

SDI PROGRAMS IMPROVES LAN COMMUNICATION

by Capt Kirk Fleming

The SDI Programs (CN) took another significant step toward improving the communication of our personnel by expanding the capabilities of our internal E-mail system.

First of all, we initiated the operation of a basewide mail gateway for all CN network users. This allows CN personnel to send E-mail messages and attachments to anyone listed on the basewide address list from within the CN Network Courier E-mail program.

CN has speeded their basewide communications

This expanded capability significantly improves our ability to move information between the people that need it on a basewide scope. Access to the base VAX is no longer required, resulting in easier and faster communications.

In addition, CN has also started direct Defense Data Network (DDN) access from the CN Mail system. This allows any CN Mail user to send messages to any DDN addressee worldwide.

Since communication tools are so important in TQM, CN aims to continually improve the accuracy and completeness of our mail system. Suggestions to improve this system can be submitted via our E-mail "Ideas for Improvement" address.

(Capt Fleming is the CN LAN Manager)

EXACTLY, WHAT IS A FACILITATOR?

You often see how some person has "facilitated" a TQM meeting. What does that mean?

In typical meetings that are led or chaired by someone, that person is in charge and will sometimes dictate what happens or is decided upon. Such a situation is necessary and appropriate in certain types of meetings.

But if you are trying to stimulate free discussion, get opinions, or brainstorm on new ideas, you cannot have someone in charge controlling the venue. Rather, you need a neutral person to guide the discussion or meeting. This person gives no opinions or has no stake in the outcome. He or she "facilitates" and keeps the meeting moving and on track.

Thus, in TQM-type meetings that are seeking creative solutions to problems, a facilitator is used, as opposed to a leader.

CONTRACTOR INPUT WELCOME

Success stories from SSD contractors and support are welcome for publication in the *SSD Total Quality Report*.

If you look good, we look good.

QUALITY SUPPORT TEAM VISITS WEATHER GROUP

by Lt Col Joe Bassi

In March, the "new" Military Airlift Command (MAC) IG, called the MAC Quality Support Team (MAC/QS), visited SSD's Acquisition Meteorology Office (SSD/WE aka Detachment 50, 2nd Weather Squadron) to examine how the office was being run.

The new MAC philosophy reflects well-established Total Quality principles; i.e., find and fix the problems, not place blame!

The QS Team members worked with WE personnel to identify critical processes, process owners, and select processes that might be improved. The ultimate goal is, of course, to improve customer support.

The team members clearly wore "white hats" and were committed to helping SSD/WE interact more effectively with other SSD organizations, including both SPOs and sister staff agencies.

Acquisition Meteorology Office personnel feel the visit was very useful and indeed accomplished its goal of helping us serve SSD better in the future!

(Lt Col Bassi is Chief of Acquisition Meteorology)

SSD Total Quality Report

Lt Gen Donald L. Cromer, Commander

Brig Gen Jean E. Klick, Vice Commander

Mr William Briggs, Assistant for TQM

Mr Ron Kurtus, Total Quality Report Editor & Publisher

If you have any questions, comments, or contributions to the SSD Total Quality Report, contact:

Ron Kurtus, SSD/CNW, (213) 363-8746.