CONTENTS

Session 1  Keynote: Not Just Quality Awards, Bottom-Line Results

- Gregory N. Hughes, Vice President
  Professional Services-Program Management
  AT&T Network Systems ........................................... 1

- Daniel L. Clark, Vice President and General Manager
  Domestic Consumer Communications Services
  AT&T Consumer Communications Services ..................... 1

- Andrew M. Guarriello, President and COO
  AT&T Power Systems
  AT&T Microelectronics (Retired) ................................ 1

Session 2A  High-Performance Work Place

- People—The Key to Global Competitiveness
  Asa L. Whitaker, Jr., Quality Management Coordinator
  Arkansas Eastman Division
  Eastman Chemical Company ..................................... 2A.1-1

- High Performance Work Place
  William R. Garwood, President
  Eastman Chemical Europe, Middle East and Africa, Ltd. .... 2A.2-1

Session 2B  Deploying Your Strategic Plans

- Functional Plan Deployment at Tennessee Eastman
  Ervin C. Fisher, Quality Services Manager, Cellulose Esters Division
  Eastman Chemical Tennessee Eastman Division .................. 2B.1-1

- Deployment of Strategic Goals Utilizing Key Performance Indicators in a Large Healthcare Organization
  Armando Bolmey, Manager Analytical Services and
  C. Thomas Hartman, Jr., M.D., Asst. Assoc. Area Medical Director
  Kaiser Permanente Medical Care Program Southern Calif. Region 2B.2-1

IMPRO*95
Juran Institute's Conference on Managing for Total Quality
© 1995 Juran Institute, Inc.
Session 2C Reinventing Government: The Year of Implementation

The Great Juggling Act: Creating & Maintaining Multiple Levels of Change
Charles W. Winwood, Processes and Policy, Office of Field Operations
U.S. Customs Service .......................... 2C.1-1

Leadership Through Quality
Nancy Weidenfeller, Director, Office of Quality Management
U.S. Department of Energy .......................... 2C.2-1

Changing the Culture of the National Veterinary Services Laboratories
Thomas O. Bunn, D.V.M., Chief, Diagnostic Bacteriology Laboratory
National Veterinary Services Laboratories .......................... 2C.3-1

Session 2D From QA to ISO 9000: Quality Systems' Impact on Organizational Effectiveness

The Quality Journey of a Hospital From ISO Certification to TQM
Brigitte Bodin, former Quality Manager
Bethanien Hospital .......................... 2D.1-1

FDA, GMP, & ISO 9000 Impact on the Medical Device Industry
Robert S. Dicheck, Vice President-Quality Systems
Johnson & Johnson Medical, Inc., and
Kurt Mentzel, Manager of Standards, Audits, and Specifications
Johnson & Johnson Medical, Inc. .......................... 2D.2-1

Making a Virtue Out of a Necessity (How Zeneca Met the Challenge of ISO 9000)
John M. Hardy, Quality Manager
Zeneca .......................... 2D.3-1

Session 2E Re-engineering in Health Care: A Comparison of Two Methods Workshop

Re-engineering the Surgical Experience
Elizabeth H. Dougherty, Quality Advisor
Suburban Hospital and
William F. Minogue, M.D., Senior Vice President, Medical Affairs
Suburban Hospital .......................... 2E.1-1

A Healthcare System's Re-engineering Journey to Results
Laura J. Lenhardt, Director of Quality Resources
Presbyterian Health Services Corp. .......................... 2E.2-1

IMPRO°95
Juran Institute's Conference on Managing for Total Quality
© 1995 Juran Institute, Inc.
Session 2F  CEO Forum: Role of the CEO in Leadership

Session 2G  Leadership and Organizational Change

The Role of Leaders in TQM Transformations
Edward Fuchs, Director, Operations and Engineering Technology Center
AT&T Bell Laboratories .................................................. 2G.1-1

Leadership and Organizational Change in a Judicial Environment
Honorable Aaron Ment, Chief Court Administrator
State of Connecticut Judicial Branch ................................. 2G.2-1

A Leader's Response to the Challenge of Developing a New Organizational Structure Using Quality Management
William P. Rose, Internal Consultant, Market Interface Division
PeaceHealth SelectCare .................................................... 2G.3-1

Dealing With Resistance to Change
Thomas H. Steele, Group Vice President—Business Transformation
Bell Canada ................................................................. 2G.4-1

Luncheon Address

777—Designing a Revolution
John R. Black, Director of World Class Company Studies
Boeing Commercial Airplane Group ............................... L.1-1

Session 3A  Re-engineering the Future for Bottom-Line Results

BPM Approach to Sales Forecasting
Ney Joppert, Jr., Corporate Quality Manager
Shell Brasil S.A. ............................................................. 3A.1-1

AAL's BPQM Road Map: Integrating Process Analysis Techniques
Judith A. Hooyman, Assistant Treasurer
Aid Association for Lutherans and Richard D. Lane, Methodology Consultant
Aid Association for Lutherans ................................. 3A.2-1

New Product Development: A Re-engineered Process Design
Len Swanson, Executive Director
Educational Testing Service ........................................... 3A.3-1

IMPRO®95
Juran Institute's Conference on Managing for Total Quality

© 1995 Juran Institute, Inc.
Session 3B Quality in Financial Services: The Vanguard Story

The Vanguard Quality Partnership
Frank Satterthwaite, Director, Corporate Financial Management
The Vanguard Group, Inc. ............................ 3B.1-1

Unit-Level Quality—Getting All Hands on DECK
Kathie Hoban, Manager, Quality Management
The Vanguard Group, Inc. ............................. 3B.2-1

ULQ Initiative: Improving the Investible Cash Process
Dana L. Ciaffone, Banking Relationship Manager
The Vanguard Group, Inc. ............................. 3B.3-1

ULQ Initiative: Statement Efficiency Improvement Process
Cindy Wright, Manager, Institutional Operations
The Vanguard Group, Inc. ............................. 3B.4-1

Session 3C Human Resources and the Quality Initiative

Creating the Learning Organization: Toward Excellence in Knowledge Transfer
Kenneth A. Rethmeier, Vice President
SunHealth Alliance, Inc. ............................... 3C.1-1

Benchmarking to Discover the Optimal Roles of the Human Resources Department in a Job Redesign Initiative
Christopher M. Carr, Benchmarking Consultant
SunHealth Alliance, Inc. ............................... 3C.2-1

Session 3D Communicating the Quality Message Workshop

Communicating the Quality Message at the Ritz-Carlton®
Susan Musselman Davis, Corporate Quality Advisor
Ritz-Carlton Hotel ........................................ 3D.1-1

Linking Quality to Business Objectives
Bobbie Hennessey, Executive and External Communications Manager
GTE Directories Corporation ............................ 3D.2-1

Kelly Services’ Quality Awareness Puzzle Program
Tommi White, Senior Vice President, Services & Quality
Kelly Services, Inc. ........................................ 3D.3-1

Communicating Quality
Cindy Wright, Corporate Quality Advisor
Aid Association for Lutherans .......................... 3D.4-1
Session 3E Quality Officers Network

Session 3F Accelerated Replication Teams for Health Care Workshop

Session 3G CEO Forum: Role of the CEO in Leadership (continued)

Session 4A Reward, Recognition, and Performance Appraisal

Linking Performance Management to Total Quality Management
Maureen Travalini, Manager, Quality Development
Kelly Services, Inc. ................................. 4A.1-1

Performance Appraisal at Eastman
Robert C. Joines, Vice President, Quality
Eastman Chemical Company ........................... 4A.2-1

Session 4B Malcolm Baldrige National Quality Award and European Quality Award

Using a Baldrige National Quality Award Based Tool to Get Results From Your Quality Process
Ronald Gary Berglund, Director, Applied Mgmt. Practices Group
The University of Michigan Hospitals ........................ 4B.1-1

Quality Assurance and Self-Assessment as Bases for Improvement
Jose M. Osorio, Quality Manager
Dragados y Construcciones, S.A. ............................. 4B.2-1

Corporate-Wide Internalization of the Baldrige Process
William A. Follette, Director of Corporate Quality
Honeywell, Inc. ........................................ 4B.3-1

Session 4C Quality in Daily Work

Facilitator and Team Skill Profiles in Organization Development
Bjarne Berg Wig, TQM Coordinator
Hydro Agri Europe ........................................ 4C.1-1

Operationalizing Quality in Daily Work Concepts
Ann M. Centeno, Value Improvement Advisor
Kaiser Permanente ....................................... 4C.2-1

IMPRO*95
Juran Institute's Conference on Managing for Total Quality

© 1995 Juran Institute, Inc.
Session 4D Leading Quality Planning Teams Workshop

Quality Planning by Engaging Staff in Policy Making
Robert A. Calabro, Manager of Office Systems
Educational Testing Service ........................................... 4D.1-1

Session 4E Managing Customer Loyalty Workshop

Session 4F CQO Forum: Role of the Chief Quality Officer

Session 4G Clinical Resources Management Initiative (CRMI) Workshop

Clinical Resources Management Initiative: An Approach to Clinical Process Reengineering
Tim Alba, Director of Program/Service Development
SunHealth Alliance, Inc. .................................................. 4G.1-1

Session 5 Creativity, Disney Style

Creativity, Disney Style
Kaye Bundey, Seminar Representative
Walt Disney World Company, Disney University Seminars ........ 5.1-1

Session 6A Designing World-Class Quality

Successfully Solving the Quality Puzzle in a Service Company
Cecelia McCain, Director, Customer Quality Assurance
Kelly Services, Inc. ....................................................... 6A.1-1

Session 6B Understanding and Using the American Customer Satisfaction Index: From Strategy to Tactics

Understanding and Using the ACSI: Assessing the Financial Implications of Quality Initiatives
Claes Fornell, Chairman, CFI Group and David Larcker, Ernst & Young Distinguished Professor of Accounting Wharton School, University of Pennsylvania .................. 6B.1-1

Improving Quality Through Customer Satisfaction and Problem Tracking
Bonnie L. Veigel, Vice President, Quality Service
Bank One, Cleveland, NA. ............................................. 6B.2-1

IMPRO*95
Juran Institute's Conference on Managing for Total Quality

© 1995 Juran Institute, Inc.
Session 6C Implementing Quality in the Military Services

Total Quality Coast Guard
Captain Tim Jamison, Quality Advisor to the Commandant
U.S. Coast Guard ................................................. 6C.1-1

Strategic Quality Planning in the Military
Hilda Shepeard, Strategic Quality Management Consultant
United States Army Medical Command .................. 6C.2-1

Session 6D Internal Total Quality Self-Assessment Workshop

Continuous Improvement in Coca-Cola (Bottlers) Ltd—
The Development of a Self-Assessment Methodology
George Wilson, Management Development Advisor
Ulster Business School, University of Ulster ............. 6D.1-1

Session 6E Quality Improvement Strategies for Public Education

Setting a Course for the Future: Linking Strategic Planning and
Quality Improvement
John A. Richman, Deputy Superintendent, QUESTAR III—
Board of Cooperative Education .......................... 6E.1-1

All One System—Quality Partnerships in Education
George Covino, Director, Quality, Babson College and
Colleen Palmer, Principal
Regional School District #14, Woodbury/Bethlehem, Connecticut 6E.2-1

Session 6F Blitz Teams: How to Get Results in Six Weeks Rather Than Six
Months Workshop

The Blitz Team
Barbara A. Niedz, Director Quality Management
St. Joseph’s Hospital and Medical Center .................. 6F.1-1

"Blitz": A Fast-Track Approach to Continuous Improvement
Karen D. Skiba, Continuous Improvement Coordinator
Mayo Foundation and
Pat Handler Spratte, Training and Education Specialist
Mayo Foundation ............................................... 6F.2-1

IMPRO*95
Juran Institute's Conference on Managing for Total Quality

© 1995 Juran Institute, Inc.
Session 6G  International Issues

Lessons Learned: JQI Applications in India
Suresh Lulla, Managing Director
Qimpro Consultants Private Limited 6G.1-1

Managing Supplier Relationships—Control Your Destiny
Peter D. Chapman, Manager I.T. Service Management
Barclays Bank PLC 6G.2-1

Quality in the Port Authority of Valencia
Manuel Guerra, Quality Director
Puerto de Valencia 6G.3-1

Session 7A  Harnessing the Power of Benchmarking

What About Process Benchmarking?
Timothy Berkey, Senior Benchmarking Consultant
SunHealth Alliance, Inc. 7A.1-1

Improving the Management of Patient Complaints
Through Benchmarking
Leslie A. Litwiller, Administrator
Mayo Clinic/Mayo Foundation 7A.2-1

Top Learning From 10 Years of Experience
Sarah Lincoln, Benchmarking Manager, Bell Laboratories
AT&T Global Business Communications Systems 7A.3-1

Session 7B  Quality and Self-Directed Work Teams

How Self-Directed, High-Performance Teams Saved an Organization
Michael E. Bailey, Marketing Leader/TQM Coordinator Emeritus
Tank-Automotive Research, Development and Engineering Center
(TARDEC) 7B.1-1

Integrating Self-Managing Work Teams and TQM at Aid
Association for Lutherans
Jeffrey R. Hahn, Second Vice President
Aid Association for Lutherans 7B.2-1

Meeting the Challenge of Quality: Cross-functional Work Teams in a
Changing Organization
Jan Plante, Director, Operations Management
Educational Testing Service 7B.3-1
Session 7C TQM and Business Results

The Development of a Quality Assessment System for Orchids at The West Indian Tobacco Company Limited
Sandra Ramnarine, Agronomist
The West Indian Tobacco Company Limited 7C.1-1

TQM and its Relation With Business Results
Gherardo Pellegrini, TQM Excellence Director
SGS-Thomson Microelectronics 7C.2-1

Pushing Back Frontiers Toward Total Quality in Varig Brazilian Airlines
Wladimir Maia, Total Quality Coordinator
Varig Brazilian Airlines 7C.3-1

Session 7D Changing Role of the Quality Officer Workshop

Session 7E Cost of Poor Quality Workshop

Aligning Your Improvement Strategy for the Biggest Payback
Carleton T. Rider, Continuous Improvement Officer
Mayo Foundation 7E.1-1

Session 7F Creativity, Innovation, and Quality Workshop

Session 8 Quality and Competitive Advantage: Driving Bottom-Line Results

Quality Management in the Next Generation: Integrating Quality and Business Management
Jeffrey H. Hooper, Quality Director and Chief Technical Officer
AT&T Network Systems Professional Services 8.1-1

Quality Management and the Bottom Line
A. Blanton Godfrey, Chairman and CEO
Juran Institute, Inc. 8.2-1

Alternate Speakers

TQM Across Company Borders—Networking in the Freight Forwarding Business in Norway
Trond Engstroem, Managing Director
Norwegian Freight Forwarders’ Association ALT.1-1

An Integrated Business Improvement Methodology
Rodney McAdam, Senior Lecturer
Ulster Business School, Northern Ireland ALT.2-1

IMPRO®95
Juran Institute's Conference on Managing for Total Quality

© 1995 Juran Institute, Inc.