

Battalion Classifieds

Author offers help
for better quality control

United Press International
NEW YORK — When the Japanese Matsushita electrical combine bought a television receiver factory in Illinois in 1974 it found the plant's product quality level was 150 defects per 100 finished sets against one-half defect per 100 for plants in Japan.

The Japanese management succeeded in bringing the Illinois factory defect level down to 15 per 100 sets, which is 10 times better than that of most American plants, according to Martin R. Smith, author of the book "Quality Sense."

Smith's work is a textbook for industrial managements on how to go about reversing what he considers the appalling decline in the quality of the products of American industry.

A manufacturing executive who has devoted much of his career to work in quality control, Smith says many quality assurance executives and supervisors are just plain incompetent. They lack diagnostic skills or the ability to follow through with curative action if they do diagnose a problem correctly. He says this is so true that quality assurance has a very bad reputation in America as a vocation.

"Quality assurance is the responsibility of general management, not of the quality professionals," he stresses. Unless that cardinal tenet is understood and followed by a company, Smith says, "quality will never happen."

He tells of horrible examples like automobiles coming off a Detroit line with missing clutches after passing 12 separate inspection stations, and surgical products such as sutures packed in color-coded parcels coming off the packing line in the wrong colors — and passing inspection.

In the case of the Matsushita subsidiary in Illinois, he says its success in dramatically improving quality of the TV receivers involved these steps:

- A thorough life-cycle testing of all components.
- Setting up a pilot line to plan production.
- Printing detailed descriptions of every operation and detailed instructions for every operation every step.
- Pre-design of work stations to minimize chances of operator error.
- Separation of lines into similar parts.
- Screening critical components just before assembly.
- Smith also listed what he called the deadly sins of current quality assurance in the United States:
 - Too much attention to the local razzle-dazzle and not enough profits, sales and costs.
 - Too much time spent trying to stop defects and not enough preventing them.
 - Too much reliance on statistics — not enough on judgment.
 - Too much faith in specifications instead of learning customer's needs and meeting them.
 - Too much nit-picking dodging major problems.
 - Too much concentration on assembly line and not enough on best in design and product service.
 - Too much technical education for quality assurance technicians, too little practical education for operators, servicemen and other responsible for getting quality.
 - Too much focus on quality levels, not enough devotion to reduction.
 - Too much griping about attitudes towards quality and enough interest in motivating people.
- In this connection, Smith says many quality assurance executives want to sit in their offices and sign paper instead of getting out and working with people to find what's wrong and fix it.

Clements: White ruling wrong

United Press International
AUSTIN — Gov. Bill Clements said Thursday the attorney general's opinion holding he has no authority to block construction of a new million building by the Department of Human Resources represents a clear threat to executive authority.

The governor told a news conference he is considering initiating a suit to force the Texas Supreme Court to settle the dispute concerning whether the governor has authority to veto riders such as the one in the appropriation bill authorizing construction of the DHR building. Clements attempted to veto the rider, but Attorney General M. J. White ruled the governor had authority for such a veto.

"This was an instance where they were hiding the appropriation bill in an attempt to keep me from vetoing it," Clements said.

"It is a very serious question of constitutional law of the power of the governor's office being impinged upon by the legislature," Clements said. The major issue involved was whether the chief executive was going to be allowed to continue providing citizens a last-minute work against runaway government spending through judicious use of his veto power.



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