



**TOTAL QUALITY MAINTENANCE**

**IN**

**LOCAL GOVERNMENT**

**OPERATIONS AND MAINTENANCE**

**TQMn BOOK 4**

**WORKSHOP AGENDA**

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# TOTAL QUALITY MAINTENANCE (TQM<sub>n</sub>) WORKSHOPS A DIAGNOSTIC APPROACH TO LEARNING

## **TQM<sub>n</sub>**

### **Overview**

The **Total Quality Maintenance** (TQM<sub>n</sub>) training programme includes two workshop designs. The first is designed to assist participants, working in teams, to learn more about TQM<sub>n</sub> and develop analytical and problem solving skills by taking an in-depth look at one Operation and Maintenance (O&M) problem situation from their own organizations. The second workshop takes a very different, but equally effective, hands-on approach to learning. This workshop design is built around a diagnostic intervention into a host local government's O&M programme, where workshop participants perform an in-depth analysis of one specific O&M situation and present their findings to the "client".

The first workshop design provides participants an opportunity to learn from their own experience directly, and the experience of other participants, as they share their back-home O&M problems. The second workshop provides an opportunity to learn from someone else's O&M problem situation, working as a team of consultants to a host municipality.

These workshops complement each other by thrusting the participants into two very different role situations. Ideally, the two workshops would be conducted back-to-back in the sequence just described. The second week would reinforce the insights and skills gained, in the initial week of self-diagnosis; and, the host municipality intervention would benefit from a more seasoned and aware group of "consultants" when they apply the TQM<sub>n</sub> model to a real case study situation. In both cases, the participants are exposed to a wide range of conceptual materials and skill development opportunities based on real O&M situations.

Alternatively, the second client-centered workshop could be held at some later date involving participants who have "graduated" from a workshop based on the first design. They could come from the same workshop or from another workshop held previously. It is our judgment that the participants at the client-centered workshop should have the experience of applying the TQM<sub>n</sub> to their own O&M functions. With this experience they will be much better prepared to contribute fully to a client's needs and will gain far more significantly from the consulting experience. Workshop No. 1 provides the conceptual framework and understanding through the application of TQM<sub>n</sub> strategies that is critical to effective intervention in another organization. For these reasons, we encourage the users of these training materials to encourage participation in Workshop No.1 as a prerequisite for involvement in Workshop No.2.

## **WORKSHOP NO. 1 (BASED ON PARTICIPANT EXPERIENCE)**

### **Goals**

#### **Workshop goal and objectives**

The goal of the workshop is to provide participants with an expanded perspective about local government operation and maintenance (O&M) functions and how to manage these responsibilities with greater efficiency and effectiveness.

The four workshop objectives are as follows.

- Increase participant knowledge and understanding about the management of operation and maintenance functions at the local government level.
- Increase participant skills in team decision making and problem solving based on their O&M responsibilities.
- Provide an opportunity for participants, working in teams, to carry out a detailed examination of one specific O&M function from the experience of their respective local authorities.
- Assist participant teams to prepare back-home action plans that will help them improve the management of O&M in their respective organizations.

## **WORKSHOP ARRIVAL (FOCUS ON ORIENTING NEW PARTICIPANTS)**

### ***Arrival***

### ***Evening***

#### **Session 1:**

- Workshop registration; opening ceremony; and introduction of staff and participants.
- Discussion of workshop objectives, design, logistics, and expectations.
- Participants are assigned to teams.

#### **Session 2:**

- Small group work: Teams draw a picture of their geographic area and show how each team member fits into the picture.
- Plenary session: Teams display and describe their drawings and introduce themselves to members of other teams.

## **FOCUS ON RECONNAISSANCE AND FACT FINDING (PHASE ONE)**

### **Day 1**

### ***Morning***

#### **Session 1:**

- Plenary session: Lecture/discussion of the overall framework being used for problem solving during the workshop.

#### **Session 2:**

- Small group work: Teams prepare presentations on their selected O&M practices and functions.

### ***Afternoon***

#### **Session 1:**

- Plenary session: Teams present their selected O&M situations to other teams.
- Brief discussion of workshop progress and review of the next day's activities.

## **FOCUS ON PROBLEM FINDING AND ANALYSIS (PHASE TWO)**

### **Day 2**

### ***Morning***

#### **Session 1:**

- Plenary session: Lecturette on problems/symptoms/solutions and demonstration based on a typical local government O&M situation.

- Small group work: Teams set priorities on their lists of problems based on criteria.

**Session 2:**

- Plenary session: Teams present their problem priorities.

**Afternoon**

**Session 1:**

- Small group work: Teams redefine and further clarify the problems selected for the workshop.

**Session 2:**

- Plenary session: Teams report and discuss the results of group work.
- Brief discussion of workshop progress and review of the next day's activities.

**FOCUS ON PURPOSE AND COMMITMENTS (PHASE THREE)  
(THE EFFECTIVENESS FACTORS)**

**Day 3**

**Morning**

**Session 1:**

- Plenary session: Lecturette on determining purpose (goals) for O&M and the development of stakeholder maps.
- Small group work: Teams identify O&M goals and prepare stakeholder maps.

**Session 2:**

- Plenary session: Teams post their goals and stakeholder maps and get feedback and coaching from other participants and the staff.

**Afternoon**

**Session 1:**

- Plenary session: Lecturette/discussion on defining short-term O&M objectives based on criteria.
- Small group work: Teams prepare short-term objectives for their O&M situation.

**Session 2:**

- Plenary session: Teams present their short-term O&M objectives to other participants.
- Brief discussion of workshop progress and review of the next day's activities.

## **FOCUS ON STRATEGY PLANNING AND RESOURCE MOBILIZATION (PHASE FOUR)**

### **Day 4**

#### ***Morning***

##### **Session 1:**

- Plenary session: Lecturette/discussion on developing strategy options and using criteria to select strategy priorities for implementation.
- Small group work: Teams identify strategy options for **one** short-term objective and apply criteria to select the most promising strategy.

##### **Session 2:**

- Plenary session: Teams report the strategies selected. Discussion.

#### ***Afternoon***

##### **Session 1:**

- Plenary session: Lecturette on action planning, resource mobilization, and the use of benchmarks to guide and measure task performance.
- Small group work: Teams prepare action plans (including how resources will be used to carry out selected strategies) and develop benchmarks to guide and measure the performance of tasks.

##### **Session 2:**

- Plenary session: Teams present their action plans and benchmarks. Discussion.
- Brief discussion of workshop progress and review of the next day's activities.

## **FOCUS ON ORGANIZATION AND IMPLEMENTATION (PHASE FIVE) (THE EFFECTIVENESS FACTOR)**

### **Day 5**

#### ***Morning***

##### **Session 1:**

- Plenary session: Lecturette on organizing for O&M effectiveness and efficiency.
- Small group work: Teams are told to draw two organization charts, one displaying the current organization structure and the second the organization the way team members would like it to be to attain O&M objectives.

##### **Session 2:**

- Plenary session: Teams post organization charts and discuss the reason for the changes they propose.

#### ***Afternoon***

##### **Session 1:**

- Plenary session: Lecturette on managing for O&M effectiveness with emphasis on eliminating archaic organizational rules, procedures and habits.

- Small group work:
  - (1) Teams make a list of rules, procedures and habits that will inhibit attainment of short-term O&M objectives and identify ways to reduce their negative impact.
  - (2) Teams develop benchmarks to guide and measure performance of tasks developed earlier in the workshop.

**Session 2:**

- Plenary session: Teams present their lists of unhelpful rules, procedures, and habits and report on the ways they have identified to reduce their negative impact.
- Workshop evaluation (forms to be completed and turned in before the session ends.)
- Participants prepare brief statements of follow-through commitment.

## **FOCUS ON EVALUATION AND QUALITY ASSURANCE (PHASE SIX)**

### **Day 6**

***Morning***

**Session 1:**

- Plenary discussion of evaluation and quality assurance.
- Small group work:
  - (1) Teams establish evaluation criteria and apply these criteria to their O&M situations.
  - (2) Teams discuss and prepare commitment strategies for follow-through with the implementation on their O&M plans.

**Session 2:**

- Plenary session:
  - (1) Teams present their evaluations and criteria and explain how they propose to apply them to their O&M plans.
  - (2) Teams present their back-home O&M commitment strategies.
- Brief discussion of workshop evaluation results.
- Closing luncheon and award of certificates.

## **WORKSHOP NO. 2 (BASED ON CLIENT INTERVENTION EXPERIENCE)**

***Goals***

***Workshop goal and objectives***

The overall goal of the workshop is to provide participants with an expanded perspective about local government operation and maintenance (O&M) functions and how to better manage these responsibilities.

The workshop objectives are to:

- Increase participant knowledge and understanding about the management of operation and maintenance functions at the local government level;
- Increase participant skills in decision making and problem solving, based on O&M responsibilities;
- Provide an opportunity for each participant to work as a member of a consulting team to conduct a detailed examination of one specific O&M function in a host local authority; and
- Assist participants to prepare a back-home action plan that will help them improve the management of O&M in their respective organizations.

## **WORKSHOP ARRIVAL (FOCUS ON ORIENTING NEW PARTICIPANTS)**

### ***Arrival***

### ***Evening***

#### **Session 1:**

- Workshop registration; opening ceremony; and introduction of staff and participants.
- Discussion of workshop objectives, design, logistics, and expectations.

#### **Session 2:**

- Participants, working individually, prepare visual presentations to introduce themselves and their organizations.
- Plenary session: Participants display and describe their drawings and introduce themselves to other participants.

## **FOCUS ON BUILDING A CLIENT-CONSULTANT RELATIONSHIP Day 1**

### ***Morning***

#### **Session 1:**

- Plenary session: Lecture/discussion of the overall framework being used for client intervention and O&M problem solving during the workshop.
- Prepare for meeting with client.

### ***Afternoon***

#### **Session 1:**

- Meeting with client representatives

#### **Session 2:**

- Plenary session to organize for client intervention and to form consulting work groups.
- Small group task to prepare for client representative/customer meetings.

## ***Evening***

- Planning sessions continue.

## **FOCUS ON RECONNAISSANCE AND FACT FINDING Day 2**

### ***Morning***

#### **Session 1:**

- Field work to gather data, information and ideas on O&M problem areas (working in small task groups).

#### **Session 2:**

- Field work continues through the afternoon.

### ***Evening***

- Plenary session: Reports and discussion of day's activities (focusing on process of conducting consultations).
- Short discussion of workshop progress and review of next day's activities.

## **FOCUS ON SITUATIONAL ANALYSIS Day 3**

### ***Morning***

#### **Session 1:**

- Small task groups analyze the data and information and prepare to present reports to other workshop participants.

#### **Session 2:**

- Task groups continue working.

### ***Afternoon***

#### **Session 1:**

- Plenary: task group reports and discussion.

#### **Session 2:**

- In plenary and small task groups, participants determine what additional information is needed to complete diagnostic intervention.

## **FOCUS ON CLIENT REPORT PREPARATION Day 4**

### ***Morning***

#### **Session 1:**

- Small groups return to field, if necessary, to gather further data and to verify existing data.

#### **Session 2:**

- Plenary meeting to organize for report writing and meeting with client.

### ***Afternoon***

#### **Session 1:**

- Report and meeting preparation.

## **FOCUS ON CLIENT CONSULTATION Day 5**

### ***Morning***

#### **Session 1:**

- Meetings with client (could include the entire day with large group presentations and discussions and small group problem solving sessions).

## **FOCUS ON EVALUATION Day 6**

### ***Morning***

#### **Session 1:**

- Plenary meeting to discuss consultation and what was learned from the experience.

#### **Session 2:**

- Individuals develop back-home plans.
- Workshop evaluation.
- Closing luncheon and awarding of certificates.