全面品質管理在公共部門的應用

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摘　要

　　近年來，全面品質管理 (Total Quality Management,) 成為企業部門和公共部門在管理方面的熱門名詞。全面品質管理乃是經由組織內全體人員的參與，以科學的方法，不斷的改進組織的產品、服務和作業過程，迎合顧客在現在及未來需求的一種理念和方法。全面品質管理是由美國產生卻在日本發揚光大，並進而成為世界性的管理新思潮，其主要內容包括(1)高層主管的支持；(2)持續的工作改進；(3)員工的活力化與團隊工作；(4)全員的參與；(5)以顧客需求為導向；(6)使用科學方法；(7)事先預防勝過事後反應；(8)強調員工的教育和訓練。然而全面品質管理應用在公共部門時，可能遭遇下列問題：(1)管理政策和理念的問題；(2)不確定的問題；(3)服務和產品的問題；(4)定義政府顧客的問題；(5)著重輸入和過程的問題；(6)政府文化的問題。我國公共部門要有效推動全面品質管理要注意(1)相關法令的訂定；(2)選擇機構試辦；(3)選擇重點實施；(4)期限的考量；(5)允許部屬參與；(6)主管的支持；(7)顧客的認定從寬；(8)品質模範獎的設立。

　　關鍵字：(1)品質；(2)全面品質管理；(3)全面品質控制；(4)全面公司品質控制。

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Application of Total Quality Management in the Public Sector

Abstract

Recently, Total Quality Mamagement (TQM) has been a hot term in management of business and the public sector. TQM is an idea and a method through participation of the total members of the organization, working with scientific method, continuously improving products, service and the operational process , and meeting customer's needs at now and in the future. TQM started at the U.S. but grew at Japan. Now TQM becomes a kind of new management thought in the world. Its main content includes: (1)support of the top manasement; (2)work of continuous improvement; (3)employee empowerment and teamwork; (4)participation of total members; (5)customer focus; (6)using scientific method; (7) prevention of errors rather than detection; (8)emphasing employee's education and training. As TQM applys to the public sector, it may face the following problems: (1)the problems of managerial policy and ideology; (2) the problems of uncertainty; (3)the problems of service and product; (4)the problems of definiting customer of the government; (5)the problems of emphasing input and process; (6)the problems of the government culture. If the public sector of the R.O.C. wants to implement TQM effectively, it must care about tle following suggestions: (1)to revise the relative law and regulation; (2)to test in some selected agencies; (3)to select some key points of TQM to implement; (4)to consider the period of implementation; (5)to allow the participation of the employees; (6)to support from the top management; (7)to define the customer widely; (8)to set the quality improvement prototype award.