

The interest in writing this paper began after reading the paper by Howell, Preston, Schied, and Carter (1996). When individually perceived and defined, we strive to achieve what we believe to be a "quality life," maintaining "quality relationships," spending "quality time." Thus, while the growth and implementation of quality as a movement has lessened, the application of the concept is an integral part of our culture, our lives. Chang (1993) in an intense review of the literature on total quality management success stories, and various quality award criteria and certification guidelines around the world, identified ten "core threads" that are evident in successful TQM initiatives: an intense customer focus, hands-on involvement of senior management, deployment of strategic objectives, continuous process improvement, empowered involvement of satisfied employees, long term orientation, targeted measurement data, market responsiveness, continuous learning and development, and internal and external partnerships. Managers are being forced to extirpate what they perceive are excessive resources, which often are the people, using any measure that they deem rational to carry out their objectives. As stated above, they argued that the TQM process is implemented under the guise of education and training, but is actually driven by a corporate policy to cut labor costs. What the management of the company did in Pennsylvania, described in their paper, is not new. Organizations also want to sell "quality products," provide "quality service," and do it within organizations recognized for their "quality work environment." Total quality management can be a highly effective tool to use for this adverse purpose.