A continuación se muestran tres documentos:

   Contiene información básica sobre el origen, desarrollo y las modalidades del premio Deming a la calidad.

   Contiene los criterios aplicados por el Subcomité de la JUSE (Japanese Union of Scientists and Engineers) encargado de evaluar a los candidatos al premio Deming.

   Contiene una serie de preguntas que debe plantearse la alta dirección de una organización antes de competir por el premio Deming a la calidad. Han sido extraídas del documento ‘1996 the Deming Prize Guide for Overseas Companies’ publicado por la JUSE.
What is the Deming Prize?

(W. Edwards Deming Institute, [http://www.deming.org/demingprize/demingprize.html](http://www.deming.org/demingprize/demingprize.html))

1) How was the Deming Prize Established?
The late Dr. W. E. Deming (1900 - 1993), one of the foremost experts of quality control in the United States, was invited to Japan by the Union of Japanese Scientists and Engineers (JUSE) in July 1950. Upon his visit, Dr. Deming lectured day after day his, "Eight-Day Course on Quality Control," at the Auditorium of the Japan Medical Association in Kanda-Surugadai, Tokyo. This was followed by Dr. Deming's "One-Day Course on Quality Control for Top Management," held in Hakone. Through these seminars, Dr. Deming taught the basics of statistical quality control plainly and thoroughly to executives, managers, engineers, and researchers of the Japanese industries. His teachings made a deep impression on the participants' mind and provided great impetus to quality control in Japan, which was in its infancy.

The transcript of the eight-day course, "Dr. Deming's Lectures on Statistical Control of Quality," was compiled from its stenographic records and distributed for a charge. Dr. Deming donated his royalties to JUSE. In appreciation of Dr. Deming's generosity, the late Mr. Kenichi Koyanagi, managing director of JUSE, proposed using it to fund a prize to commemorate Dr. Deming's contribution and friendship in a lasting way and to promote the continued development of quality control in Japan. Upon receiving the proposal, the JUSE's board of directors unanimously made a resolution to establish the Deming Prize.

Later, the Japanese translation of Dr. Deming's book Some Theory of Sampling was published. Dr. Deming further contributed to the fund using the royalties from his book. Since then, the Deming Prize has grown considerably, and today JUSE carries the overall administrative costs for the prize.

2) The Deming Prize and Development of Quality Control/Management in Japan
The Deming Prize, especially the Deming Application Prize which is given to companies, has exerted an immeasurable influence directly or indirectly on the development of quality control/management in Japan.

Applicant companies and divisions of companies sought after new approaches to quality management that met the needs of their business environment and challenged for the Deming Prize. Those organizations developed effective quality management methods, established the structures for implementation, and put the methods into practice.

Commonly, those who have challenged for the Prize share the feeling that they have had a valuable experience and that the management principle of achieving a business success through quality improvement has really worked. Through witnessing the success of these organizations, many other companies have been inspired to begin their own quest for quality management. Learning from those who went before them, the new practitioners are convinced that quality management is an important key to their business success and that the challenge to attain the Prize can provide an excellent opportunity to learn useful quality methodologies. Thus, quality management has spread to many organizations, its methods have evolved over the years, and they contributed to the advancement of these organizations’ improvement activities.

This mechanism that encourages each organization’s self-development comes from the examination process of the Deming Prize, though the very process has invited some criticism that the examination criteria for the Deming Prize is unclear. The Deming Prize examination does not require applicants to conform to a model provided by the Deming Prize Committee. Rather, the applicants are expected to understand their current situation, establish their own themes and objectives, and improve and transform themselves company-wide. Not only the results achieved and the processes used, but also the effectiveness expected in the future are subjects for the examination. To the best of their abilities, the examiners evaluate whether or not the themes established by the applicants were commensurate to their situation; whether or not their activities were suitable to their circumstance; and whether or not their activities are likely to achieve their higher objectives in the future.

The Deming Prize Committee views the examination process as an opportunity for “mutual-development,” rather than “examination.” While in reality the applicants still receive the examination by a third party, the examiners’ approach to evaluation and judgment is comprehensive. Every factor such as the applicants’ attitude toward executing Total Quality Management (TQM), their implementation status, and the resulting effects is taken into overall consideration. In other words, the Deming Prize Committee does not specify what issues the applicants must address, rather the applicants themselves are responsible for identifying and addressing such issues, thus, this process allows quality methodologies to be further developed.

Total Quality Control (TQC) that had been developed in Japan as discussed above was re-imported to the United States in the 1980s and contributed to the revitalization of its industries. While the term TQC had been used in
Japan, it was translated as TQM in western nations. To follow an internationally-accepted practice, Japan changed the name from TQC to TQM.

In this revision of the Deming Prize Guide, the previous examination checklist is changed to “the examination viewpoints,” which present the activity guides under TQM values. However, as for the examination criteria, the Committee’s basic stance remains unchanged. Namely, the criteria should reflect each applicant organization’s circumstance.

There is no easy success at this time of constant change. No organization can expect to build excellent quality and management systems just by solving problems given by others. They need to think on their own, set lofty goals, and drive themselves to challenge for achieving those goals. For these companies that introduce and implement TQM in this manner, the Deming Application Prize aims to be used as a tool for improving and transforming their business management.

3) Categories of the Deming Prize

As shown in the diagram below, the categories of the Deming Prize are the Deming Prize for Individuals, the Deming Application Prize, and the Quality Control Award for Operations Business Units.

<table>
<thead>
<tr>
<th>Deming Prize</th>
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</thead>
<tbody>
<tr>
<td><strong>The Deming Application Prize</strong></td>
</tr>
<tr>
<td>Given to companies or divisions of companies that have achieved distinctive performance improvement through the application of TQM in a designated year.</td>
</tr>
<tr>
<td><strong>The Deming Prize for Individuals</strong></td>
</tr>
<tr>
<td>Given to individuals who have made outstanding contributions to the study of TQM or statistical methods used for TQM, or individuals who have made outstanding contributions in the dissemination of TQM.</td>
</tr>
<tr>
<td><strong>The Quality Control Award for Operations Business Units</strong></td>
</tr>
<tr>
<td>Given to operations business units of a company that have achieved distinctive performance improvement through the application of quality control/management in the pursuit of TQM in a designated year.</td>
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</tbody>
</table>

(4) The Deming Application Prize for Overseas Companies

Because its initial purpose was to encourage the development of quality control activities in Japan, the Deming Prize was at first restricted to Japanese companies. In recent years, however, strong interest in the Deming Application Prize by non-Japanese companies has surfaced.

The Deming Prize Committee, therefore, established the Deming Application Prize Administrative Regulation in 1984 to allow overseas companies to apply for and receive the Deming Prize upon successfully passing the examination. In 1997, another change was made to enable overseas companies to apply for the Quality Control Award for Operations Business Units. However, if the number of applicants in any year exceeds the examination capacity of the Deming Application Prize Subcommittee, due to schedule limitations, some of the applications may be carried forward to the next year or even later.

The Deming Application Prize, the Quality Control Award for Operations Business Units, and the Japan Quality Medal are open to overseas companies. However, the Deming Prize for Individuals are open only to Japanese candidates.

(5) What is the Deming Application Prize?

The Deming Application Prize is an annual award presented to a company that has achieved distinctive performance improvements through the application of TQM. Regardless of the types of industries, any organization can apply for the Prize, be it public or private, large or small, or domestic or overseas. Provided that a division of a company manages its business autonomously, the division may apply for the Prize separately from the company. Companies or divisions of companies that apply for the Prize (applicant company hereafter) receive the examination by the Deming Application Prize Subcommittee (the Subcommittee hereafter). Based on the results of the Subcommittee’s examination, the Deming Prize Committee selects the winners.

There is no limit to the number of potential recipients of the Prize each year. All organizations that score the passing points or higher upon examination will be awarded the Deming Application Prize.
In the event that a passing point score has not been attained by the applicant, final judgment is reserved, and unless withdrawal is requested by the applicant, the status is considered as “continued examination.” Subsequent examinations are limited to twice during the next three years. Subsequent examinations will focus on what was highlighted at the previous examination and what has changed since then. The applicant is recognized as having passed the examination when it has sufficiently improved upon the previously noted issues and has successfully achieved the necessary levels.

(6) Eligibility for the Prize

The Deming Application Prize is given to an applicant company that effectively practices TQM suitable to its management principles, type of industry, and business scope. More specifically, the following viewpoints are used for the examination to determine whether or not the applicant should be awarded the Prize.

1. Reflecting its management principles, type of industry, business scope, and business environment, the applicant has established challenging and customer-oriented business objectives and strategies under its clear management leadership.

2. TQM has been implemented properly to achieve business objectives and strategies as mentioned Item 1 above.

3. As an outcome of Item 2, the outstanding results have been obtained for business objectives and strategies as stated in Item 1.

Definition of TQM (Total Quality Management)

TQM is a set of systematic activities carried out by the entire organization to effectively and efficiently achieve company objectives so as to provide products and services with a level of quality that satisfies customers, at the appropriate time and price.

Explanation:

1. “Systematic activities” mean organized activities to achieve the company’s mission (objectives) that are lead by strong management leadership and guided by established clear mid- and long-term vision and strategies as well as appropriate quality strategies and policies.

2. “Carried out by the entire organization to effectively and efficiently achieve” means to involve everyone at all levels and all parts of the company so as to achieve the business objectives speedily and efficiently with the least management resources. This is accomplished through an appropriate management system that has a quality assurance system at its core, and it integrates other cross-functional management systems such as cost, delivery, environment, and safety. The respect for humanity value encourages the company to develop human resources who uphold its core technology, speediness, and vitality. The company maintains and improves its processes and operations, and uses appropriate statistical techniques and other tools. Based on facts, the company manages its business by rotating the management cycle of PDCA (plan, do, check and act). The company also rebuilds its management system by utilizing appropriate scientific methods and information technology.

3. “Company objectives” refer to securing appropriate profit for the long term through satisfying customers consistently and continuously. Also, they encompass improving the benefit to all stakeholders including employees, society, suppliers, and stockholders.

4. “Provide” refers to activities from producing “products and services” to handing them off to customers, including surveys, research, planning, development, design, product preparation, purchasing, manufacturing, installation, inspection, order-taking, sales and marketing, maintenance, after-sales services, and after usage disposal and recycling.

5. “Products and services” include manufactured products (finished products and parts and materials), system products, software, energy, information and all other benefits that are provided to customers.

6. “Quality” refers to usefulness (both functional and psychological), reliability and safety. Also in defining quality, influence on the third parties, society, the environment and future generations must be considered.

7. “Customers” include not only buyers but also users, consumers and beneficiaries.

For any company, the shortest way to win the Deming Application Prize is to manage its business in the most appropriate manner to the company. It is undesirable to conduct
unnecessary activities for its fundamental business just for the sake of the examination. Such activities will not help the company with its examination, rather they may negatively affect the examination.

- The emphasis of the examination is on whether or not the company has developed a unique brand of TQM suitable for its business and scale. It does not require all applicant companies to uniformly follow the same brand of TQM.
- If the company just copies the format of TQM from others or if it prepares rules and standards more than necessary under the name of TQM, such activities will not support receiving the Prize.
- Some people think that advanced statistical methods must be used to pass the examination. It is a misunderstanding.
- New activities suitable for the applicant company's business and scale are highly respected.
- Non-profit organizations should read "companies" as "organizations."

Note) In 1995, the Deming Application Prize for Small Companies and the Deming Application Prize for Divisions were discontinued and integrated as the Deming Application Prize.

(7) The Overall Flow from Application to Awarding and Beyond

The overall flow of the Deming Prize application and examination process is shown in the diagram below. Applicant companies are encouraged to consult with the JUSE secretariat for the Deming Prize Committee. As for the overall application procedures specific to an applicant company, it is encouraged to take advantage of the Deming Prize Consultation Office and meet with Subcommittee members.
The Deming Prize Checklist
Compiled by the Deming Application Prize Subcommittee
Japanese Union of Scientists and Engineers
Revised 1994

1. Policies
1. Quality and quality control policies and their place in overall business management
2. Clarity of policies (targets and priority measures)
3. Methods and processes for establishing policies
4. Relationship of policies to long- and short-term plans
5. Communication (deployment) of policies, and grasp and management of achieving policies
6. Executives and managers leadership

2. Organization
1. Appropriateness of the organizational structure for quality control and status of employee involvement
2. Clarity of authority and responsibility
3. Status of interdepartmental coordination
4. Status of committee and project team activities
5. Status of staff activities
6. Relationships with associated companies (group companies, vendors, contractors, sales companies, etc.)

3. Information
1. Appropriateness of collecting and communicating external information
2. Appropriateness of collecting and communicating internal information
3. Status of applying statistical techniques to data analysis
4. Appropriateness of information retention
5. Status of utilizing information
6. Status of utilizing computers for data processing

4. Standardization
1. Appropriateness of the system of standards
2. Procedures for establishing, revising and abolishing standards
3. Actual performance in establishing, revising and abolishing standards
4. Content of standards
5. Status of utilizing and adhering to standards
6. Status of systematically developing, accumulating, handling down and utilizing technologies
5. Human resources development and utilization
1. Education and training plans and their results
2. Status of quality consciousness, consciousness of managing jobs, and understanding of quality control
3. Status of supporting and motivating self-development and self-realization
4. Status of understanding and utilizing statistical concepts and methods
5. Status of QC circle development and improvement suggestions
6. Status of supporting the development of human resources in associated companies

6. Quality assurance activities
1. Status of managing the quality assurance system
2. Status of quality control diagnosis
3. Status of new product and technology development (including quality analysis, quality deployment and design review activities)
4. Status of process control
5. Status of process analysis and process improvement (including process capability studies)
6. Status of inspection, quality evaluation and quality audit
7. Status of managing production equipment, measuring instruments and vendors
8. Status of packing, storage, transportation, sales and service activities
9. Grasping and responding to product usage, disposal, recovery and recycling
10. Status of quality assurance
11. Grasping of the status of customer satisfaction
12. Status of assuring reliability, safety, product liability and environmental protection

7. Maintenance/control activities
1. Rotation of management (PDCA) cycle
2. Methods for determining control items and their levels
3. In-control situations (status of utilizing control charts and other tools)
4. Status of taking temporary and permanent measures
5. Status of operating management systems for cost, quantity, delivery, etc.
6. Relationship of quality assurance system to other operating management systems

8. Improvement activities
1. Methods of selecting themes (important problems and priority issues)
2. Linkage of analytical methods and intrinsic technology
3. Status of utilizing statistical methods for analysis
4. Utilization of analysis results
5. Status of confirming improvement results and transferring them to maintenance/control activities
6. Contribution of QC circles activities

9. Effects
1. Tangible effects (such as quality, delivery, cost, profit, safety and environment)
2. Intangible effects
3. Methods for measuring and grasping effects
4. Customer satisfaction and employee satisfaction
5. Influence on associated companies
6. Influence on local and international communities

10. Future plans
1. Status of grasping current situations
2. Future plans for improving problems
3. Projection of changes in social environment and customer requirements and future plans based on these projected changes
4. Relationships among management philosophy, vision and long-term plans
5. Continuity of quality control activities
6. Concreteness of future plans
THE DEMING APPLICATION PRIZE CHECKLIST
(FOR SENIOR EXECUTIVES)

I. Understanding
(1) Are the objectives of quality control and enthusiasm introduction and promotion clearly defined and well understood?
(2) How well do they understand quality control, quality assurance, reliability, product liability, etc.?
(3) How well do they understand the importance of the statistical way of thinking and the application of quality control techniques?
(4) How well do they understand QC circle activities?
(5) How well do they understand the relationship of quality control and the concepts and methods of other management activities?
(6) How enthusiastic are they in promoting quality control? How well are they exercising leadership?
(7) How well do they understand the status and the characteristics of their company's quality and quality control?

2. Policies
(1) How are quality policies and quality control policies established? Where and how do these policies stand in relation to overall business management?
(2) How are these policies related to short- and long-term plans?
(3) How are these policies deployed throughout the company for their achievement?
(4) How do they grasp the status of policy achievement? Are they taking appropriate corrective actions when needed?
(5) How do they grasp priority quality issues (priority business issues)? Do they make effective use of diagnostic methods such as top management diagnosis?
(6) How well are targets and priority measures aligned with policies?
(7) What kind of policies do they employ for establishing cooperative relationships with associated companies?

3. Organization
(1) How is the company organized and managed to human resources effectively and efficiently practice quality control?
(2) How are the authorities and responsibilities in the organization established?
(3) Is the allocation of human resources suitable for the organization?
(4) How do they strive to make employers happy and satisfied?
(5) How do they grasp and evaluate employees capability and motivation levels?
(6) How do they strive interdepartmental cooperation? How do they utilize committees and project teams?
(7) How do they relate to associated companies?

4. Human resources
(1) How clear is the philosophy for hiring, development developing and utilizing human resources?
(2) How appropriate are the employee education and training plans? Are the necessary budget and time allocated?
(3) How do they communicate the policies for quality control education and training and how do they grasp the status achieving their policies?
(4) How do they provide education and training specific to the company's business needs?
(5) How well do they understand the importance of employee self- and mutual-development? How do they support this effort?
(6) How do they strive to develop QC circle activities?
(7) How interested are they in developing human resources in associated companies?

5. Implementation

(1) What kind of measures do they have for the and evaluation effective and efficient implementation of quality control?
(2) How well is the overall coordination of quality control and other management systems?
(3) How do they grasp the status of improvement in the business processes and the individual steps of these processes so as to provide products and services that satisfy the customer needs? Are they taking necessary corrective actions?
(4) How well are the systems for developing new products and services, new technologies and new markets established and managed?
(5) How well are the necessary resources secured and allocated for establishing and operating management and information systems?
(6) How do they grasp the effects and contributions of quality control to the improvement of business performance?
(7) How do they evaluate their employees efforts?

6. Corporate social

(1) Is the company structured to ensure responsibilities appropriate profits for a long time?
(2) How well do they regard employer well being (wage levels, working hours, etc.)?
(3) How well do they regard employee self-realization?
(4) How well do they strive for co-existence and co-prosperity with associated companies?
(5) How well does the company contribute to the local community?
(6) How well does the company exert efforts to protect the environment?
(7) How well does the company positively impact the international community?

7. Future visions

(1) How do they assure the continuity of and future plans quality control?
(2) How do they anticipate and cope with changes in surrounding business environment and progress in science and technology?
(3) How do they grasp and cope with changes in customer requirements?
(4) How do they consider their employees and help them achieve happiness and satisfaction?
(5) How do they consider and manage relationships with associated companies?
(6) How do they plan for the future to cope with the items above?
(7) How do they utilize quality control to achieve the future plans?

Source: All inquiries about this information should be directed to the publisher and Secretariat of the Deming Prize Committee:
Union of Japanese Scientists and Engineers (JUSE)
5-10-11 Sendagaya, Shibuyaku, Tokyo 151 Japan
Phone: +81-3-5379-1227
Facsimile: +81-3-3225-1813
E-mail: HHF03411@niftyserve.or.jp