

應用全面品質管理增進親子研習營之成效

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摘要

針對八十八年暑期親子營，以全面品質管理之觀念，制訂一執行方案，以增加親子營招收名額及改善親子營教育品質。本活動之問題分析，以特性要因圖來探討，並加入對策分析，主要對策在工作人員部分為增加解說人力、發給薪資、增加解說員訓練時數、對解說員做認證考試。在活動品質部分為解說內容標準化、增加活動形式和互動性活動、利用工作檢查表標準化複雜之準備工作。改善成果為參加學童人數由過去之500人增至1200人，活動項目由原來約四個活動，增加到十二個活動，活動型態由原來以解說導覽為主，改變為運用肢體五官探索之互動性活動，例如唱歌、動作模仿無尾熊、勞作、嗅覺運用、標本探索、跳遠、跳高、大富翁賓果有獎問答等。解說員由原本不支薪成為支薪雇工，參加之訓練由以往六小時增為二十小時，並有四十位通過認證，成為本園有史以來第一批認證解說員。

關鍵字：全面品質管理、教育活動、特性要因圖、義工訓練

前言

本園寒暑假親子研習營已舉辦約13年，以往招收學童均為300-500人，每年電話報名時，往往在1個小時內額滿，提供之名額遠少於實際需求，同時活動品質亦隨執行者個別差異而有起伏，應用全面品質管理之觀念及工具，達成目的。

全面品質管理 (Total Quality Management, 簡稱 TQM) 最早是企業界以改善產品及服務，達到滿足顧客需求之目的而發展出的一套管理的觀念，並由此觀念衍生而出實施的方法。而這個觀念，也適用於政府組織。全面品質的定義，根據 Goetsch & Davis (1997)，是透過不斷地改善產品、服務、員工、製程、和工作環境，使企業的競爭力最大化；實施時，具有以下特色 (1) 以策略為基礎 (2) 以顧客為中心 (包括外部顧客和內部顧客) (3) 以品質為理念 (4) 以科學的方法作為決策和解決問題的依據 (5) 長期致力於此 (6) 團隊合作 (7) 不斷地進行流程改善 (8) 包含教育

訓練 (9) 透過控制成就了創造力發揮的機會 (10) 目標一致 (11) 員工需參與並得到充分授權。若要改善產品及服務，第一要務則是發現問題及找出主要原因。目前有七種方法可作為分析問題的工具 (Goetsch & Davis, 1997)，分別為特性要因圖 (Cause and Effect Diagram)、查檢表 (Check List)、柏拉圖 (Pareto Chart)、直方圖 (Histogram)、散佈圖 (Scatter Diagram)、管制法 (Control Chart)、層別法 (Stratification)。本活動之問題分析，以特性要因圖來探討，並加入對策分析，並標準化活動流程和進行解說員認證，以穩定活動品質。

目的

1. 增加親子營招收名額
2. 改善親子營教育品質

方法

1. 組成改善小組

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Improving Quality and Quota of Education Campaign by Applying Total Quality Management (TQM)

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Abstract: The TQM concept is applied by commercial business for improving the quality of their products and service. The concept is also useful for other organizations as long as they provide service for their users. Practical methods evolved from TQM were applied to increase the quota and quality of summer education campaign at Taipei Zoo in this year. The quota of the campaign was too low and the education activities were not interesting enough in past campaign. A Cause and Effect Diagram was utilized to analyze causes. Then, a large number of interpreters were recruited so that enough manpower can be used for handling large scale campaign. For improving the quality of education activities, training hours for recruiting interpreters were largely increased. In addition, they were requested to pass qualification oral exam for being workers of education campaign. All the workers were previously assigned job for each campaign. A checklist was designed for helping workers to complete their jobs. All the workers were paid instead of being volunteer in past campaign. The total numbers of attendant are 1600, which are at least twice of the past campaign. A total of twelve activities, third times as before, were designed in the campaign. These activities includes playing games, singing, performing, jumping, and inquire-discussing.

Keywords: Total Quality Management, Education Campaign, Cause and Effect Diagram, Education Activities, Volunteer Training

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