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| LOCAL COMMISSIONERS MEMORANDUM |
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DSS-4037EL (Rev. 9/89)

Transmittal No: 93 LCM-53

Date: May 19, 1993

Division: Management Support
and Quality
Improvement

TO: Local District Commissioners

SUBJECT: Quality Management Training

ATTACHMENTS: I Leading in a Quality Environment: Course Overview
II "A Touching Presidency: Bill Clinton is a Boss for
the New Age", Newsweek, February 22, 1993.
III "Managing Without Managers", Harvard Business Review,
September-October 1989.
IV "Quality Comes to City Hall", Harvard Business Review,
March-April 1991.
V Quality in Social Services: Preliminary
Implementation Plan
(no attachments available on-line)

As you know, the "Rollout Plan" for the Quality in Social Services initiative outlines an ambitious plan to provide a great deal of training to support the implementation process. Until now, we have provided training only to the pilot project teams established as a result of the Task Force Report. These teams and their facilitators have received training in "Team-Building", "Quality Tools and Processes", and "Facilitation Skills". We have learned a great deal from these initial training experiences, and are now ready to move this training out into State and local district organizations as called for in the Rollout Plan.

One of the more important elements identified in the Rollout Plan is the need to create a greater awareness of Quality Management principles among the management staff whose full support is critical to the success of the effort. Managers need to know about Quality principles as well as how the role of manager needs to change as the organization evolves.

In order to begin the process of orienting managers to these new principles, we have put together a two-day program entitled, "Leadership in a Quality Environment". The two-day program will be followed up by a one-day program held six to eight weeks later. This program is designed for top managers, generally Commissioners, Deputy Commissioners and, in larger districts, selected other staff. I have attached an overview of the course for your information, along with a copy of the material we will be asking participants to read in advance of the training.

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The Office of Human Resource Development will notify you of the training dates and locations in the near future. We look forward to working with you and your managers on this important phase of the Rollout Plan. Please feel free to contact Peter Miraglia at 518-474-9645 or at User ID # OHR090, if you have any comments or questions.

Nelson M. Weinstock
Deputy Commissioner
Division of Management Support
and Quality Improvement