

NATIONAL POLICY OF QUALITY, THE IMPLEMENTATION OF ISO SYSTEMS BY LARGE TRANSPORT CORPORATIONS ORIENTATED ON A MANAGEMENT OF QUALITY

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Summary: This article is based on a topic of support quality, collation an access during implementing ISO systems with sight to quality management system in large transport companies. The first part is about national policy of quality, the second part describe quality management system and process of implementation, in the third part I focus on two ways of implementation systems including the collation.

Key words: transport, management, management quality

INTRODUCTION: NATIONAL POLICY OF A SUPPORT OF QUALITY

In the year 2000 government of Czech Republic passed The National policy of a support of quality with the same aims as other member states of EU:

- Empowering of European competitiveness on world markets
- Support of economic growth
- Protection of environment and natural resources
- Support of development of small and middle businesses
- Increasing the quality of labour and services in public sector (including state agency and organisations)
- Support of development of a strategic management of quality and its aims
- Creation of an image of Czech quality

With that Czech Republic followed the effort of EU to create similar policies of a support of quality. The aims those efforts were to unite all efforts of increase of quality in all aspect of life in the European society. This was settled with signing of a document called “European Charter of Quality” in 1998. The conclusions of this charter are valid also nowadays:

- The policy of a support of quality is an integral part of a government policy of all industrial developed countries
- The emphasis on support of policy of quality growth in industry
- On this national policy participates also industrial and employees associations, unions, ecological organisations, advisory and certification organisations including news media.

EU pays a remarkable attention to the problems of quality of products, services and all activities for a long time. European policy of a support of quality covers all modern trends and instruments, which leads to the growth of production quality, customers satisfaction and

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satisfying the management of corporations employees with the help of European model of a complex quality management TQM, also called “EFQM Excellence Model” (created by European Foundation for Quality Management – EFQM). This model serves as an instrument for a permanent improving of management and its using leads to entrepreneurial success rate – Business Excellence.

In these days, when the world is hit by an economic crisis, companies, which are focusing on managing the quality not only within Czech market, but also European market and world market, have a big advantage in solving economical problems caused by the crisis.

Managing a transport company means orientating all activities on the final group of customers, that means the passengers and optimise the activity of the company according to the requirements of customers and the changes in corporate sector.

1. THE SYSTEM OF QUALITY MANAGEMENT

Quality management system (QMS) as a coordinated term of all other management systems, has to be respected by the other systems. The goal of this system is to ensure the required level of quality with creating some formal rules.

International norm ISO 9001:2000 defined the term quality and grade as synonyms, which are explaining fulfilment of requirements with a set of inert marks. The last publication of the norm ISO 9001:2000 allows just the term quality. The main reason for this change was that not all experts agreed that quality and grade are synonyms. I personally used more the term grade, because when you this term, you can imagine the insertion of some product to some grade class.

Ways with implementing the systems:



Zdroj: Authors

Tab. 1 - Schedule of procedure implementation quality management system

1.1 System way

This procedure is also called “from above”. This means nothing less than just an active position and approach, ensuring of cohesion, coordination, orderliness and control of top management in implementing, following keeping and improving the ISO systems.

System procedure is connected with quality management, because the quality management emphasize the balance of relations of all, who are interested in the success of activities of the organisation. QMS influences activities of all functions in the organisation, which are connected to quality. For example for:

- Involvement of top management and senior managers
- Programs of continuing improvement
- Focusing on customer/satisfaction of customer
- Programs of creating, training and appreciation of teams
- Providing of competences and involving of employees
- Activities based on prevention
- Management based on facts
- Creating of partnerships with involved subjects
- Long-term perspective of the development of organisation

For quality management is this followed by the necessity of stabilizing basic enterprise procedures, continuously improving them and when it is necessary changing them very quickly. The presumption for it is a normative operation of quality=determination and usage of principles (operating means determining the aims, just as setting, ensuring and controlling activities needed to fulfil those aims)

Aims, strategies, attitudes and instruments have to be precisely identified, described and planned. It is also necessary to describe the method and form of establishment of the firm on the market and presentation of a future evolution and the aiming of the firm in short and long term.

1.2 Non-system way

It is used especially by huge transport and shipping companies with more unions, divisions, sectors and operation units. When implementing of the ISO systems appears a situation, when instead of leading the procedure from the top management, it is lead from below. That means single divisions or sectors are implementing separately and incoordinately and the company loses synergistic structures, which are the source of huge financial savings:

- Unified documentation (policy of quality, handbook of quality, directive etc.)
- Procedures (it is not necessary to create new for each division, when you can unify it)
- Carrying out of audits across the company with maximal usage of own internal auditors
- Carrying out of trainings using own forces with the help of quality managers and own internal auditors
- Unified saving of documents and information into an information system
- Collective choose of consultation company with a pressure on sale based on a size of the order

- Collective choose of a certification company with the cumulation of single types of certification within the integrated system
- System implementation of ISO systems with the exclusion of “chaos” like “I have finances now, so I realize something without any future connection”

2. QUALITY MANAGEMENT SYSTEM (QMS)

Basic pillars when building the QMS:

- Realization team
- Policy
- Aims (of quality)
- Handbook (of quality)
- Documentation (internal, external)
- Map of procedures (main, operative, support, external)
- Procedures cards
- Internal audits (of quality)
- Directives

Just for example I would like to show some data from reality about an implementation of company, which has about 10.000 employees:

- Input analysis: time of continuation – 3 months
- Self implementation: 12 months (in the attachment the Gantt's graph – schedule)
- Certification: 1 month

Realization team: Supervisor, representative of quality management, assistant of a representative of quality management, 46 quality managers, 79 internal auditors of quality and also a consultation company, from which there were 5 people delegated for this project 4 directives + “QMS manual”, in which was to all employees on all levels described, what is the system about and what is its purpose; glossary

For lower cost on implementation, certification, maintaining and improving the system by a huge corporations are important the integration, association and the structure of ISO systems and the usage of synergic procedures explained below.

With the implementation of quality management and its daily usage can the company acquire:

- International acknowledged, adjusted and comprehensible set of rules, which allows permanent providing of quality products and services and a public guarantee of this quality
- An instrument for realization of a strategy, improvement of order and increasing the efficiency
- Creating of system, which cares for a fund of “internal documentation”
- Activation of employees and their training
- Setting up a complex system of education focused on a profession profile including the method of ensuring the competences for each position
- Setting up a company culture and a motivational system

- Ensuring central aims of QMS=creation of a suitable managing structure for integration systems
- Creation of a classification system of suppliers and optimisation of their supplies according to the quality and price
- More efficient work with suppliers
- Installation of customer audits
- Common platform for setting a input and output control
- Higher prestige, image and the faith of customers (public, state and control agency)

3. CONCLUSION

With the system procedure the company can reach savings according to the size of a company from hundred thousands to millions CZK. The company can also achieve a functionality of systems, which consists of permanent keeping and improving, much sooner in comparison with the competition and so the company can achieve a better position on the market.

In cases, where it is not possible to measure the payoff of the finances given into the implementation of systems, it is possible to set a group of criterions, which allows to evaluate the benefits of implementation.

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