

APPLICATION OF THE PROCESS APPROACH TO QUALITY PERSONNEL MANAGEMENT

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The opportunity of application of methodology of the process approach incorporated in standards of series ISO 9000 to quality personnel management of the organization in order to increase its competitiveness is considered.

Nowadays the problem of quality in the sphere of administrative knowledge is considered as the multidimensional category describing not only and not so much production, as activity of all social and economic system (whether it is the organization in particular or the whole system of national economy). Organization competitiveness directly depends on the quality of the organization functioning as it determines production quality and consequently, its demand for consumers and a level of demand.

The key component of the organization activity quality is the quality of the personnel carrying out necessary functions for production manufacturing: planning, organizing, supervising, analyzing, correcting, improving, etc. It's obvious, that the personnel is an original system element of any organization, simultaneously comprising the most powerful potential for the company development. Thus all researches in the sphere of human capital and human potential in order to increase the efficiency of the organization functioning more actively began through activation of human opportunities and reserves. However, opposite tendencies are observed because such a dynamic level of economic relations development sets a problem of restriction (restriction) of a person's opportunities. Modern manufacture demands a significant feedback of all forces of the person: physical, spiritual, intellectual, psychological, etc. But they are not boundless and can be a brake in increasing production efficiency. Moreover, working on the verge of the opportunities, the person gets sick more often and a sick person is "economically expensive worker".

Therefore among a complex of problems of management aimed at increasing of efficiency production, the problem of improving personnel

management arises: creation of optimum working conditions, an all-around development and reasonable use of the person's creative power, increasing qualification level, competence, responsibility, initiative, etc.

Effective economy today, first of all, presupposes an efficient control. Finally, management is always management of human resources. The manager can perform all the tasks correctly: create brilliant plans, draw the precise organizational scheme, establish modern equipment, use modern "know-how", apply modern book-keeping, but fail, if he lacks a skill to create the team and motivate it.

The essence of any phenomenon is expressed in its functions, i.e. those problems for which it is intended. According to Anry Fayolya theory, there exist five management functions: planning, organization, coordination, motivation and control.

According to a number of some theory sources the following general management functions are : planning, organization, command, motivation, management, control, coordination, communication, research, estimation, decision-making, regulation.

The components of the closed administrative cycle which is carried out to increase and guarantee quality (so-called cycle Shuharta-Deming PDCA) are the following: P - scheduling; D - realization, performance of work according to the plan; C - check of conformity of real result with planned; A - acceptance of measures at presence of deviations of actual result from planned, improvement.

V.M.Mishin in his work "Research of control systems" allocates functions of administrative cycle of home systems in the following way: forecasting and planning, organization of work,

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coordination and regulation, activation and stimulation, account, control and analysis. The analysis of the general functions of management resulted above allows to define the list of necessary functions for personnel quality management: planning, organization, coordination, control, analysis of the received results and improvement.

Having defined the basic functions at working out the system of personnel quality management, it is necessary to define the approach which will allow to simulate a similar system. In our opinion, the most productive can be the application of the process approach to personnel quality management.

According to GOST P ИСО 9000-2001: quality management is defined as a part of quality management (3.2.8) directed at performance of requirements (3.1.2) to quality.

So, personnel quality management (personnel quality management) can be defined as a complex of administrative influence on formation (development) of qualities (properties) of the personnel, and also on interests, behaviour and activity of workers for maximal use of their potential during realization of the organization ideas.

Personnel management on one hand is a part of the general control system of the enterprise without which a normal enterprise functioning is impossible, on the other hand it's an exclusively complex process having specific features and laws. In this connection at working out system of quality management of the personnel it is necessary to use the experience saved up in the field of the international standardization, in particular the process approach (the process approach). The desirable result will be more productive, in case of if activity and corresponding resources are operated as a process.

According to GOST P ISO 9000-2001 "Any activity or set of kinds of activity which uses resources for transformation "inputs" in "outputs", it can be considered as a process.

The advantage of the process approach is the continuity of management which it provides on joints between separate processes inside system of processes, and also at their combination [connection] and interaction.

The basic stages (steps) at introduction the organizations of the process approach are presented in fig. 1.

As any process is based on performance of the certain activity or a set of activities it is

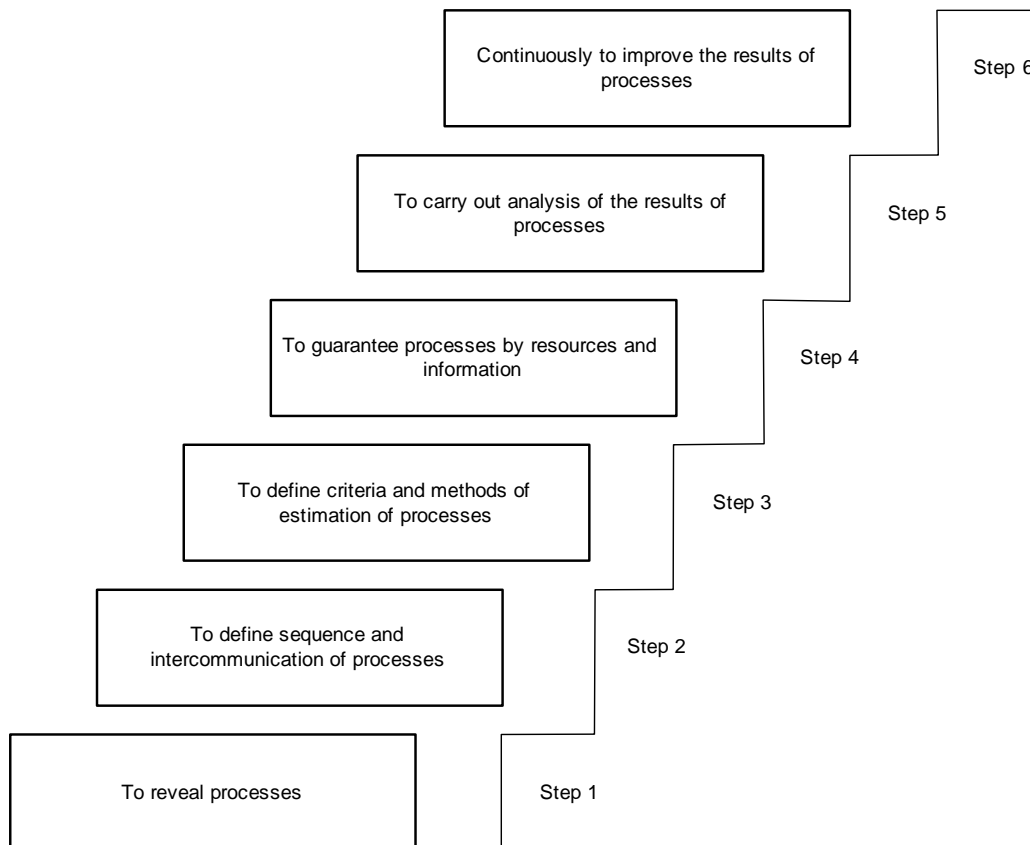


Fig. 1. Step-by-step actions at introduction the process approach

obvious that a constituent part of the process is the person, hence quality of the process in any case is mediated by quality of the personnel which is carrying out the activity. Thus, according to modern representations of management, quality of the personnel acts as the original formed system factor of quality of industrial-technological system and consequently, essentially influences on the quality of final result (production or service).

It is important to analyze and operate the production processes influencing on quality of production or services through quality management of the personnel. Unlike TQM which modern concepts pay special attention to the management of social and economic systems through human resources, management standards ICO of a series 9000 carry management of the personnel to management of resources.

So, in GOST P ICO 9001-2001 п.6.2.1: the personnel performing work, influencing on production quality, should be competent according to the received education, preparation, skills and experience.

Thus, in standards ISO of a series 9000 personnel management is defined as formation (development) of competences, which are necessary for construction and realization of sys-

tem of quality management. However, in our opinion, it is a too simple vision of the problem. So personnel management issue should be considered from the positions of quality, it is necessary to apply a complex research method. In this respect it is necessary to apply achievements of the international standardization in the field of guarantee of quality, in particular a process principle to quality personnel management. According to the presented approach, the general process model of quality personnel management, constructed on the basis of cycle PDCA and focused on satisfaction of requirements of the interested sides, can be presented in the form of the scheme (fig. 2).

The table 2 demonstrates that the personnel activity (labour, social, intellectual, etc.) should be guided by demands of the sides involved.

First of all the personnel by itself is referred to the internal consumers, because the degree of inclusiveness and workers's involvement influences on indices of productivity, efficiency of work, and consequently all processes of manufacture.

Secondly it's the organization, because personnel quality in many respects defines a degree of the organization competitiveness. It is necessary to refer buyers of production (ser-

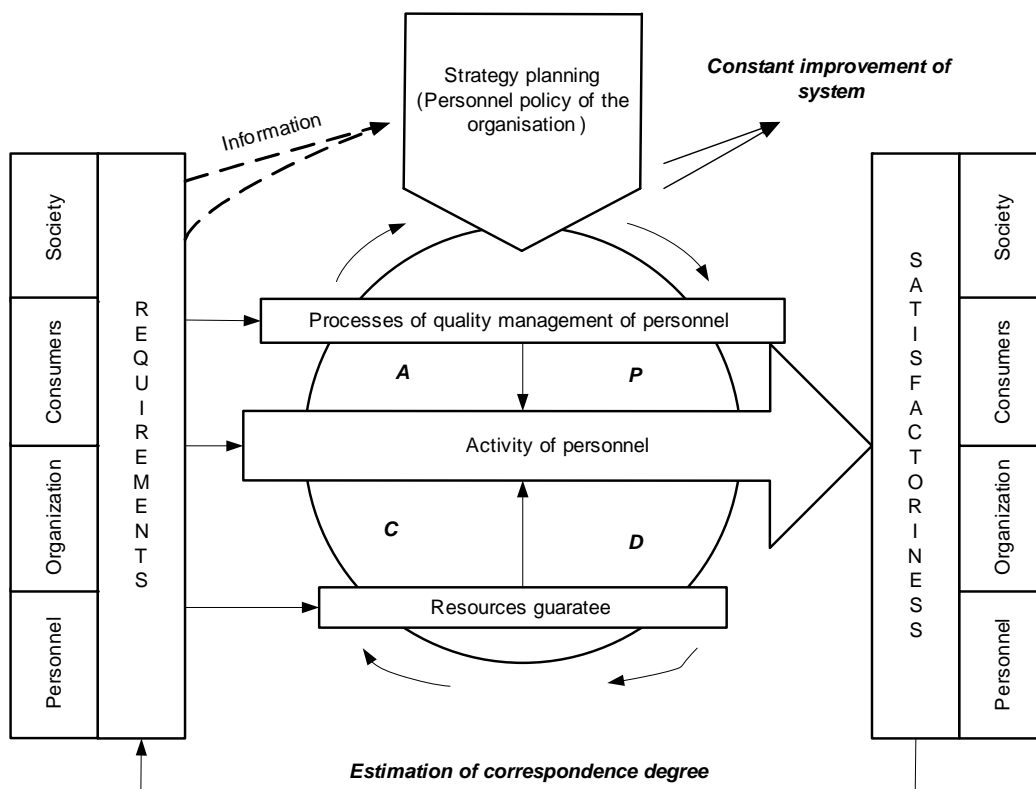


Fig. 2. Process model of quality management of the personnel of the organization

The Description of functions of quality management of the personnel of the organization

№	The name of the function	The description of the function	The name of the input	The name of the output
1	Scheduling on quality personnel management	Definition of need for the personnel, working-out of indices of quality of the personnel, working-out of personnel selection of the organization, strategy and tactics of work with the personnel	1. Quantity of the necessary personnel 2. Requirements to quality of the personnel	1. Indices of quality of the personnel 2. Personnel selection of the organization
2	The organization of work on quality management of the personnel	Arrangement of the personnel in view of the developed indices of quality, Working-out of offers on improvement of working conditions, Resource guarantee of functioning of the personnel	1 Requirements to quality of the personnel taking concrete posts 2. Requirements to the organization of a workplace 3. Requirements to quality of activity of the personnel 4. Requirements to resource guarantee of activity of the personnel	1. Placed according to requirements of "an input" 1.2.3 personnel 2. The workplaces of the personnel organized according to requirements (the passport of a workplace) 3. Indices of quality of work of the personnel (norm of time, productivity, etc.) 4. Provision for necessary resources
3	Coordination of tasks on quality personnel management	Coordination of activity of the personnel, personnel rearrangements and rotation Motivating the personnel	1. Placed according to requirements "an input" 1.2.3 personnel 2. The workplaces of the personnel organized according to requirements 3. Indices of quality of work of the personnel (norm of time, productivity, etc.) 4. Provision of necessary resources 5. Requirements to a level of motivation of the personnel 6. Requirements to an inclusiveness of the personnel in the process of improvements	1. Methods of motivation and stimulation of work of the personnel 2. System of training and development of quality of the personnel
4	The control of works over quality personnel management	Entrance control of quality of the personnel Intermediate control of quality of the personnel	1. Requirements to quality of the personnel 2. Requirements to working conditions 3. Requirements to quality of work of the personnel	1. Personnel quality data 2. Personnel performance data 3. Working conditions data
5	The analysis of the received results	The analysis of discrepancies of quality of the personnel, quality of manufacture processes on fault of the personnel	1. Data of intermediate control of quality of the personnel 2. Data of control of quality of processes 3. Working conditions and the organizations of workplaces data	1. Correcting actions and matrix of the responsibility 2. Warning actions and matrix of the responsibility
6	Improvements of managerial processes by quality of the personnel	Development of correcting and warning actions	1. Results of the analysis of discrepancies of quality of the personnel 2. Results of the analysis of discrepancies of processes on fault of the personnel	1. Condition (level) of labour potential (differential, integrated and complex indices) data 2. Changes to requirements of quality of the personnel, quality of work and working conditions

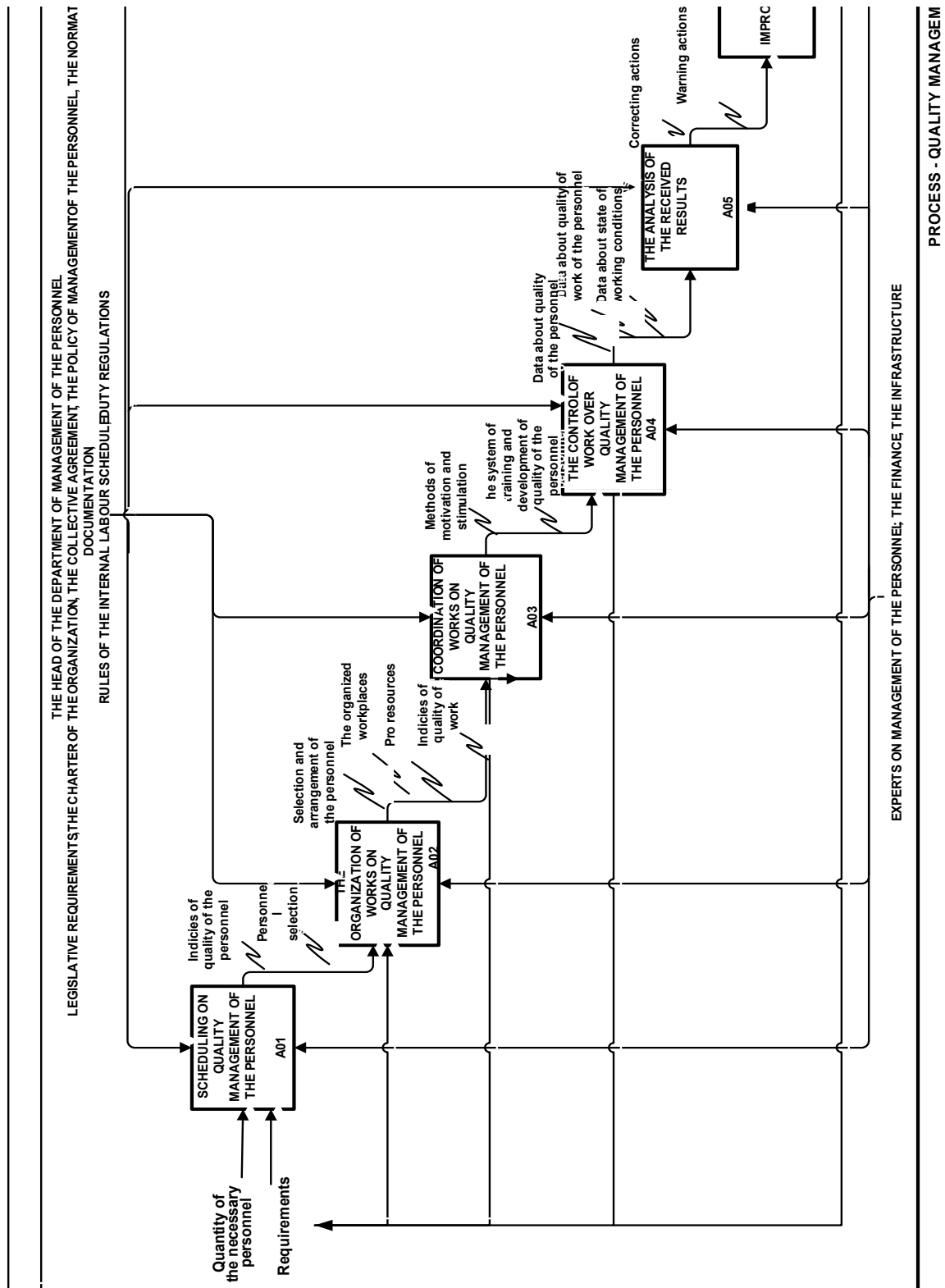


Fig. 3. Process model of quality personnel management

vice) to external consumers as they make certain demands to quality of manufacturing production, to terms of manufacture, etc., and also society, i. e. economic development level of all social system depends on quantity and quality indices of functioning the organizations at various levels (from local up to national) (so-called "quality of life").

The following stage, by consideration of quality personnel management from a position of the process approach, is the description of management functions. According to the allocated general management functions (planning, organization, coordination, the control, the analysis of the received results and improvement) the process of quality personnel management is presented in the table describing substantial aspects of the basic functions and requirements (see table).

The following stage is graphic representation of the developed substantial bases of subprocesses of quality management of the personnel in logic IDEF0 (fig. 3).

The process approach allows to receive and use the system of indices and criteria of an estimation of management efficiency at each stage of the administrative chain. The system of indices constructed within the limits of process management, is structured in four directions:

1. indices of productivity (achievement of the planned results on volume, quality, the nomenclature and terms, both for separate processes, and for the organization as a whole);
2. indices of efficiency (the attitude of the received results to various kinds of expenses: financial, time, other resources);
3. indices of the products made by processes of the organization;
4. indices of satisfaction of the interested sides by results of activity of the organization (to the interested sides are referred co-founders

carry: соучредителей (investors), consumers in the market, the personnel of the organization, suppliers, a society).

Thus, each allocated subprocess can be estimated at least on four above directions on the basis of development of individual indices and selection of adequate methods of estimation. The following stage is carrying out the analysis of the received results and making decision on improvement of those or other aspects of activity of the personnel and conditions of its work through development and introduction of correcting and warning actions.

In the conclusion it should be noted that the application of modern achievements in the field of quality management and the international standardization allows to solve problems of increasing competitiveness of the organization through improving the quality of personnel performance.

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