

## OUTSOURCING QUALITY MANAGEMENT SYSTEM IN THE SPHERE OF RAIL TRANSPORTATION

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In the article the problem of maintaining the quality of functioning of the rail transportation system enterprises by their transfer to outsourcing is considered. The concept of quality management system is revealed; state standards in the field of quality and the opportunities of their application in the system in question are described, the list of parameters for quality evaluation of the rail transportation enterprises using outsourcing is suggested. The steps for outsourcing certification in the sphere of rail transportation in conformity with the international quality standards are developed.

The quality management system (QMS) is a part of the company general control system which ensures the maintenance of consistent quality of production and services. According to the requirements of the ISO 9001-2000 standard, QMS at an enterprise should be documented, and all the documented standards should be supported in the daily practices of the enterprise.

ISO 9000 series standards are the part of the standards complex developed by the non-governmental International Organization for Standardization. In total there are about 12 000 ISO standards which cover almost all kinds of economic activities (ecological standards, standards of a labor protection, safety, etc.).

ISO 9000 includes the following standards:

- ◆ ISO 9000 "Quality management systems - Fundamentals and vocabulary";
- ◆ ISO 9001 "Quality management systems - Requirements";
- ◆ ISO 9004 "Quality management systems - Guidelines for performance improvements".

In the Russian system certifications (GOST) the standards entering into a series 9000, are published in the form of state standards of GOST R ISO 9000:2001, GOST R ISO 9001:2001 and GOST R ISO 9004:2001, according to the Gosstandart decision. They almost completely correspond to the analogous ISOs.

The fundamental principles underlying the construction of a QMS at the enterprise originate from main principles of Total Quality Management, or TQM - the concept providing the realization of coordinated, complex and purposeful introduction and application of quality man-

agement systems and methods from the stage of product design to after sale service, which implies rational use of technical potential and active staff participation. These principles include consumer satisfaction, process approach, etc.

At present Russian enterprises pay more and more attention to the issue of quality, both end-product quality, and the quality of each separate process and the general control system. A great number of the enterprises which introduced a QMS, have successfully passed the international quality standards certification. Among them are such enterprises of the Samara region as JSC "AVTOVAZ" and its affiliated transport agency of JSC "AVTOVAZTRANS", JSC "Group of Companies "Electroschit", JSC "Samara Factory of Aluminium Alloys", OJSC "International Airport "Kurumoch" and others.

In the recent years there was a tendency among the domestic enterprises to address to outsource the primary activity optimization and production quality improvement.

Following these economic tendencies, it is recommended for the enterprises to outsource rail transportation to the specialized railway operator.

But there is a problem of maintaining the integrity of this system of quality. The Russian standard ISO 9001:2001 in item 4.1 stipulates the possibility of transfer of quality management to the outsourcer. In this case the customer organization is obliged to ensure the realization of the requirements of the standards in outsourcing. If the outsourcer makes the decision to introduce and certify its own QMS, it

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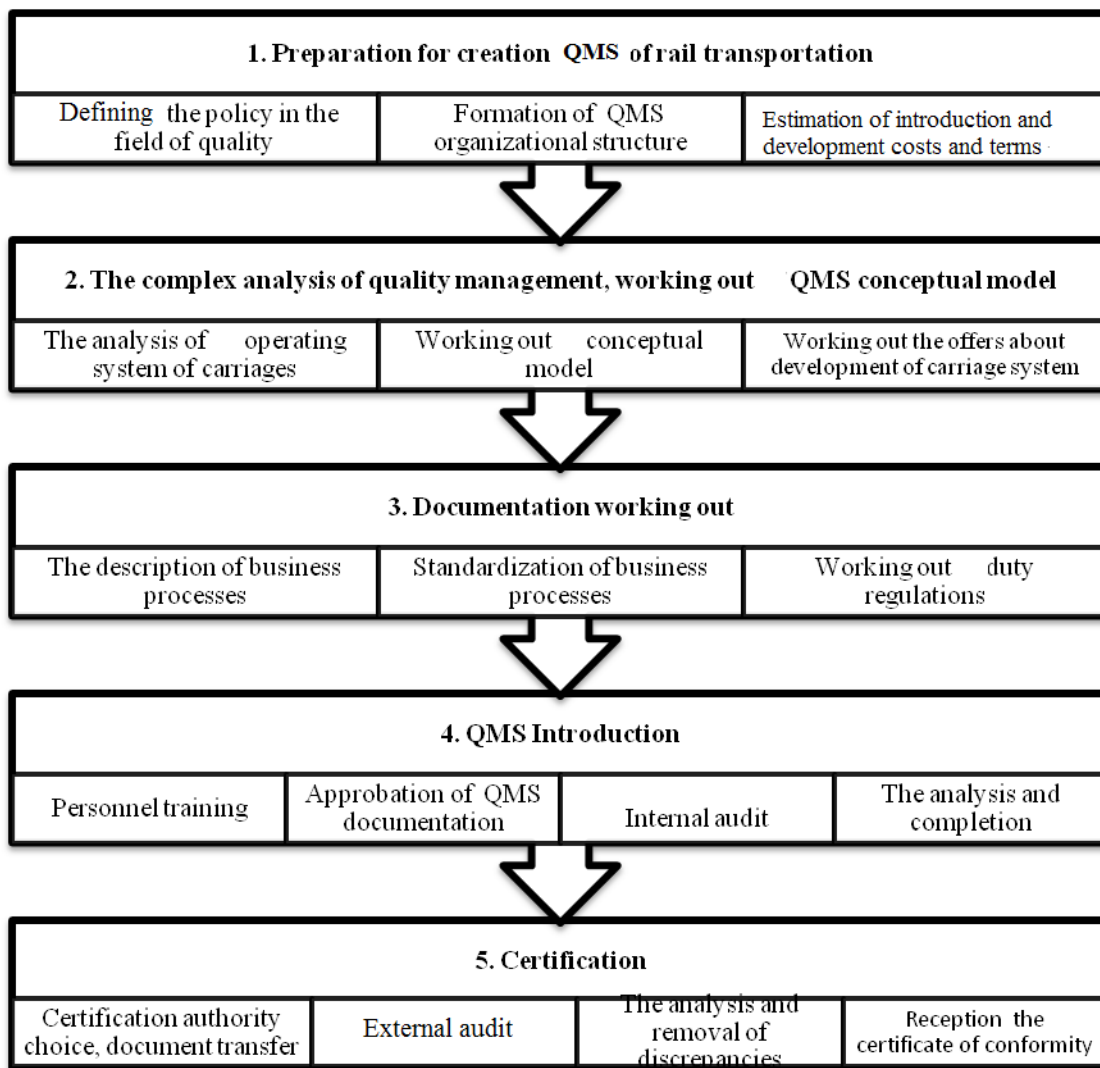
will have to have a QMS certificate to make company services more valuable in the opinion of its partners and clients, improve its image and increase competitiveness in the market.

QMS certificate for the customer acts as the warranty of the stability of the transport company, its good financial and technical basis, competent experts and the control system corresponding to standards.

The basic actions for working out, introduction and certification of a QMS at the outsourcing company are displayed in the figure.

- ◆ Cost of staff training;
- ◆ Cost of designing a QMS;
- ◆ Cost of introduction of a QMS;
- ◆ Certification cost;
- ◆ Cost of auditing.

One of the most important stages is working out the documentation. It should begin with the prewriting of all business processes of the transport outsourcer and their standardization. It is the most labor-consuming and enduring stage of QMS construction; however, it is the basis for the further work.



**Fig. The list of actions for QMS working out, introduction and certification at the outsourcing company**

The development and introduction costs of a QMS depend on the size and complexity of the processes of outsourcing of the enterprise, the number of staff, the availability of the existing QMS, and the certification authority choice. Each of these factors essentially influences the following components of the total cost:

The next step is working out the detailed duty regulations for the employees of all the divisions and posts. The instructions include: the general data for a position, the qualifying characteristic and the purpose of a position, the sphere of activity, the employee actions algorithm, the desirable model of behavior with a

step-by-step instruction for various situations, the necessary flow of documentation, tables of the received and transmitted information, the sphere of responsibility. In the managerial instructions special attention is given the carriage control.

After QMS as been completely developed and introduced at the outsourcer company, its certification with the certification authority is necessary.

QMS is needed to ensure the quality of outsourcing according to the requirements of the world standards of rendering such services. The companies which fail to ensure the quality of outsourcing are considered inefficient and noncompetitive.

Thus the main task of a QMS is not to supervise the result of each process in an orga-

nization, but to make so that there were no errors in the work which could lead to negative results and lower the quality of outsourcing.

Thus, for effective outsourcing in the field of railway cargo carriage the system of voluntarily accepted standards is essentially important.

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