

QUALITY – access to success, nr. 3/2010

INFO/EVENT

- In Memoriam Valerius Stanciu
- Engineer Stanciu Valerius Mihail (1927-2010) – a Remarkable Presence in Romanian Electrotechnics
- Personal Tribute to Valerius Stanciu

QUALITY MANAGEMENT

- Luminita Gabriela Popescu, *From Partnership to Co-governance in Public Services through a Quality Strategic Approach III. Restructuring the Meta-Organization*

Functionality meta-organization is inconceivable without a relationship of trust established between citizens, community members, and organizations that provide public services. In this sense, actors in decision-making on structural changes provide additional legitimacy to the building and, also are a good opportunity to build confidence within meta-organization.

The aim of this second dimension of the model we propose is to achieve a level of competitive performance of the public services through the efficient use of the organization resources. Making this process involves the following steps: (1) construction of a new model for allocating resources in accordance with the requirements the strategy of quality; (2) the line-up of the infrastructure of the organization according to requirements of the strategy of quality; (3) the redesign architecture of the labor. The article will be treated in detail the three steps listed above.

Keywords: governance in public service, meta-organization, strategic approach of quality.

- Irinel Marin, *Human Resources Audit III. General Coordinates Development of Human Resources Audit*

Introducing the general details of the ongoing audit of human resources is a crucial point in this process auditing functions – human resources function. The illustrations and presentation PDCA cycle (Plan-Do-Check-Act), a management audit program of any kind of effects this program may be pursued and successfully applied in the conduct of an audit and human resources. An audit of human resources to plan the type of audits that are closely related: the audit of the person, conduct audit, performance audit, audit potential, depending on the objectives, identify and provide necessary resources to perform.

Keywords: human resources audit, general coordinates development, PDCA cycle, management audit program, type of audits.

- Despina Duminica, Florin Teodor Tanasescu, Valerius Mihail Stanciu, Diana Mura Badea, Gheorghe Stefanescu, Petre Constantin, *Benchmarking and Performance Measurement in Total Quality Management*

Total Quality Management (TQM) can be defined as a management philosophy whose goal is to ensure complete satisfaction of internal and external customers' needs by creating an organizational culture. TQM approach assigns an essential role to the measurement of organization's performance through the use of a series of specific instruments and techniques, including benchmarking processes.

Key element in order to gain strategic, operational and financial advantage, the benchmarking represents the process of relative comparison among different organizations in order to identify, to bring in common and to use the knowledge and the best working practices. In other words, benchmarking implies a systematical and

continuous demarche of appropriating and incorporating of successful innovative elements in company's own products, services and activities.

The implementation of a benchmark process involves five steps: objectives' definition, internal analysis of processes, comparison, actions' defining and implementation. The result relevance is conditioned by the use of suitable indicators – Key Performance Indicators (KPI).

The Balanced Scorecard method gives an efficient manner of construction and development of such set of indicators.

Keywords: benchmarking, total quality management, comparative indicators, balanced scorecard.

- Tudor Pendiuc, *Some Aspects of OMFP 946/2005 Application in Terms of Quality and Environmental Standards (II) Case Study in Public Entities*

Internal control standards define a number of management rules, which all public bodies must follow. The objective of these standards consists into a system of reference that will be considered when evaluating the control systems, creating a uniformly and coherent model of managerial control in order to take decisions and define the institution's strategy and providing support for its performance evaluation in terms of efficiency and achievement.

Keywords: OMFP 946/2005, management standards, public entity.

- Ion Naftanaila, *Le_AN_A and ... Master Manole – LEAN Manufacturing Evolution 1. From Myth to Reality and from Reality to... Possibility*

Lean Production represents something very fashionable, but not necessarily new. In fact, it is connected to the Toyota Production System (Just-in-time), or, even earlier, the continuous assembly line created by Henry Ford and also to other innovations belonging to his predecessors, like Eli Whitney, the interchangeable parts concept inventor. The present article outlines the essential events of this history and its importance for the present and for the future, its perennial principles that seem to grow from this concept's evolving. This article is the first from a series that will present the main concepts, their adaptation and implementation in different environments, in industry and also in the service area. The first article refers to the history and the evolution of the concept, the second article's main target is waste (muda), the third encloses what it is known as „the 5S method“. The following article will present a specific tool used in the transition from the classic production methods to the lean system: Value Stream Mapping. The series continues with the presentation of other key elements of the system: the pull-kanban system, set-up time reduction (SMED), Total Production Maintenance (TPM), Judoka, poka-yoke and other „exotic“ terms that penetrated the international flow.

Keywords: just-in-time, lean (20 characteristics), Toyota Production System, World Class Manufacturing.

ENVIRONMENTAL MANAGEMENT

- Juozas Ruževičius, *The Study of Socially Responsible and Sustainable Business Development. Part one*

The article examines social responsibility and sustainable development concepts, their systems and tools international typology. The author presents the results of international benchmarking of the ecological footprint as an integral indicator reflecting sustainable development. The paper provides also an analysis of the development of socially responsible and sustainable business related tools in Lithuania, within the European and worldwide context.

Keywords: quality, environmental management system, ISO 14001, EMAS, OHSAS, global compact, social responsibility, sustainable development, ecological footprint.

- Elena Bogan, Mirela Paraschiv, Silvia Dumitrascu, *Integrated Management of Urban Green Space. Case Study: the Bucharest Municipality*

Urban green spaces are an essential component of the urban systems due to their fundamental characteristic – multifunctionality. Analysis of green spaces in Bucharest Municipality, based on the assessment of the functional value of parks through a multi-criteria spatial evaluation, highlighted deficiencies in their organization and planning. Integrated management is the sustainable solution to ensure the quality of urban green spaces in Bucharest.

Keywords: urban green space, integrated management, parks, urban green strategy.

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT

- Gabriel Babut, Roland Moraru, Monica Crinela Babut, *Biological Risk Assessment and Management in Slaughterhouses*

The biological risk represents the main threat for the health and safety of the employees working in slaughterhouses. Based on this observation, the paper has as goal to synthesize the basic elements to be considered in biologic risk prevention strategy development, in this particular activity. The risk assessment procedure was structured in direct and strong connection with the biological agents which can induce zoonosis. When setting the prevention measures for biological risk factors in slaughter-houses, both the legal requirements and the rules contained in best practice codes from studied literature were considered.

Keywords: zoonosis, hazard, biological risk, assessment, management, slaughterhouse.

KNOWLEDGE SOCIETY

- Marinela Vrincianu, Liana Anica Popa, Ionut Anica Popa, *The Relationship between Management Control Systems, ICT and Organizational Performance: a Possible Analysis Framework*

The analysis of the relationships between the management control systems, informational technologies and organizational performance finds itself in the research area of organizational management. Our aim is to approach this relationship both from the point of view of contingency theory and of the informational tools employed at different levels of organizational management. Through means of a comprehensive investigation of literature related to this subject, we will try a multidisciplinary approach of this relationship, revealing the accounting, informational and management aspects implied.

The research focuses on: (a) the analysis of concepts, approaches, fields and interactions between the management control systems, informational technologies and organizational performance; (b) the analysis of ICT tools (supporting performance) that ensure the successful implementation of management control systems.

Keywords: management control system, informational technologies, organizational performance, ICT support.