

## MANAGEMENT TEAM OF AN ORGANIZATION PRODUCING MINING EQUIPMENT AND THE QUALITY POLICY

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**ABSTRACT** . In this paper are presented several issues regarding the need to involve the management team of an organization in the quality problem. Management principles are presented and also, the activities of the management team affecting the quality. Questions are proposed for testing, in the quality field, the management team of an organization which manufactures mining equipment. The paper refers to the mentality regarding the quality and the link between this and the organizational culture.

### РОЛЯТА НА УПРАВЛЕНСКИЯ ЕКИП ЗА ОСИГУРЯВАНЕ НА КАЧЕСТВО В КОМПАНИЯ ЗА ПРОИЗВОДСТВО НА МИННА ТЕХНИКА

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**РЕЗЮМЕ:** Статията се спира върху някои аспекти на управление на качеството в организация за производство на минна техника. Представени са основните управленски принципи и дейностите на управленския екип в областта на качеството. Предложени са начини на тестване при управление на качеството от страна на мениджърския екип. Разкрити са връзките между менталитета при управление на качеството и цялостната организационна култура в компанията.

### 1.FOREWORD

Frederic Taylor considered the management as "the accurately knowing what they have todo the best and the most cheap way possible". This definition may be completed ' mentioning that the manufacturers have to know not only what they have to do well, but also they have to find out the most favourable ratio between the product cost and quality.

Among the matters making the task of the management of a modern enterprise more complicated, the quality of both products and services offered to the customers is of the most important one.

The solving of this matter requires, on the one hand, that the manager takes over the responsibility of providing for the quality , and the other hand, to stand out in bold relief the direct and indirect interferences between the management and the quality , or, more accurately, between the management and the accomplishment with minimum costs of the wanted level, according to the development of the products and services quality level, required, in turn, by the level of social development.

The idea of of being a manager specialized in TQC (Total Quality Control) has to be a bond for the leader of an enterprise, who shall be specialized in the spirit of the quality.

In any enterprise all the aspects of the interaction between management and quality have to be very well known. Through the agency of the management shall be provided the condition for getting the products of such a quality that they result in a competition advantage on both home and abroad markets.

The enterprise shall be organized so that the leaving of the non -quality area be made such a way that not to reach a level of overquality, resulting, in turn, in very high and non -justified costs.

### 2.PRINCIPLES OF MANAGEMENT

One of the principles of management refers to the size and autonomy of industrial enterprises. This principles creates favourable premises for launching on the market the products which are proper of the points of view of qualitative level and variety of sort-to-typo-dimensions.

This principle obliges the enterprise to have a flexible structure with possibilities of fast adaptation to the market requirements. This means that the enterprise of small dimensions are preferred , or, under some cases , if we have big industrial enterprises, they shall be organized in more subdivisions, each of them having its own decisional autonomy.

Another principle to be taken into consideration by the managers is the one in reference with the organizational structure of the industrial unities.

Of the experience of the advanced countries resulted that the manufacture of some products which are competitive on the market is carried out by the enterprises which are organized in " network type structures", with the lowest number of hierarchical levels. The application of this principle

determines the creative implication of the personnel and its participation when making decisions.

Another principle of the management is the adoption of an efficient system of information, too. An enterprise wanting to get remarkable results in the products quality has to have a performant system of information which grant to it, periodically, information about the products circulating within the commercial network.

A principle of management of the same importance as the ones is also the product design, conception.

### **3.MANAGERIAL TEAM OF AN ORGANIZATION THAT MANUFACTURES MINING EQUIPMENT AND THE QUALITY POLICY**

The success of the managerial team is the critical steps of the success of the action providing for the quality. The planning of the team has to be defined "top-down", from the general manager to the level of the quality operators. For each hierarchical level the specific formations shall be defined.

The team planning includes 3 great steps:

- mobilization of the leadership;
- management team and technical heads;
- demultiplication with judgment to the chiefs of line, adjusters and drivers of machines and equipments.

The step of mobilization of the leadership implies the approach of the following matters:

- the politics of the quality of the enterprise;
- difference between detection and prevention;
- quality prevention system;
- prevention, an exigence for the management;
- administration of the departments;
- prevention of the potential difficulties.

The director of enterprise has to dispose the quality prevention system within the totality of the politics of quality. The prevention of quality makes up the key of the success and it is applicable in all the departments of the enterprise.

The most possible difficulties, having an important impact over the course of the quality programme shall be found out. For the critical difficulties the reasons of their occurrence shall be found out, before defining the preventing provisions and putting up-to-date a plan of action.

The management team is essentially designed for the direct management of manufacture.

Within the politics of the quality , the management team has to put on the proper place the quality prevention system in the politics of the development of personnel.

The managerial team, through the agency of its complex activity has to:

- schedule/ organize in due time and anticipate its activity;
- organize/ identify the competences imposed for carrying out the activity , to select the ways of putting into practice, to prevent the interfaces and to co-ordinates the activities;

-direct/ fix the global objectifs of the team and specially of their members, to be responsable, to guarant the respect of the persons taking part in manufacturing the production;

-to control/ inform the emergency signalisators who shall allow the provisions of getting the wanted results and/ or to rectify as soon as possible in case of problems occurrence.

The managerial team has to have one more quality: when it issue an order it shall know to put itself instead of the person in charge with the execution of the respective order.

The quality level in an enterprise which produces mining equipment may be esteemed by testing the leading team, too.

We are stating some of the key questions to be answered by the managerial team:

- 1) Who is responsible for accomplishing the products quality?
- 2) You have defined the quality objectives and the quality policy ?
- 3) How do you appreciate the efficiency of the action of the specialists in the field of quality technical control?
- 4) What are the expenses for providing the mining equipment quality?
- 5) Did you introduced methods and means for improving the quality?
- 6) Are you informed about the present stage of products quality?
- 7) What provisions and means did you provide for accomplishing the scheduled quality?
- 8) To whom are subordinated the responsibilities for quality assurance?
- 9) According to what criteria do you set the quality of your products?
- 10) When they talk about quality in your enterprise?
- 11) What do you do in case of frequent mistakes?
- 12) When are you informed about the matters in reference with the quality?
13. Read regularly the Register with customer complaints
- 14) How could be efficiently improved the quality of the services/ products of your enterprise?
15. Do you know the quality cost structure?
16. Do you know the advantages of applying a Quality Cost Reduction Program (QCRP)?
17. You are informed about the quality management system ISO 9000?
18. Do you have training courses on quality?
19. Did you send a number of employees to study in quality field?
20. What are the objectives of quality management system ISO 9000?
21. Are you informed about the culture of Total Quality Management (TQM)?
22. When do you review the policies and the quality objectives?
23. Do you know the main causes of failure of the mining machinery produced by you?
24. Do you have a quantitative estimate of the reliability of mining machines by basic indicators of reliability?
25. Do you have the tracking sheet in exploitation for the functioning of the mining machinery produced by you?
26. Do you have a list of subassemblies and components that have most failures in time?
27. In your organization are developed cause-effect diagrams for the main characteristics of quality?
28. In your organization are elaborated Pareto diagrams?
29. In your organization are elaborated QFD diagrams for

quality planning?

30. Do you have a registration and record information system for failures on types of mining equipment?

Depending upon the given answers it shall be possible to appreciate, through the agency of a previously set score, taking into account the total number of accumulated points, improvements may be also made or if there is a danger, since the enterprise is under a condition dominated by risks.

It is sure that the quality politics promoted by the managerial team shan't be a casual one, but the quality shall be provided for through the agency of less or higher costs.

Each unsatisfactory result as regard the quality has to be considered as the result of a defficitary responsibility of quality management.

The managerial team decides the manner of acting, the wqays to be followed up and the technics to be used.

Nowadays, the quality is not only a key word having a special advertising effect. Within the concept of this word shall be included the requirements of the customers which use the products and the matters about the national and international competition, too.

#### 4. THE ORGANIZATIONAL CULTURE

Quality management system, as management tool maintenance and continuing improvement of quality products and services, brings real satisfaction because:

- Increases labor productivity through efficient utilization of personnel, equipment and resources in general;

- It improves the organization image and its credibility on the market;

- They are stimulated communication and teamwork - which brings rewards for staff members (primarily in psychological field);

- It is acknowledged among the organization staff the need of achieving quality products / services, developing a culture oriented towards quality;

- They are eliminated the dysfunctions of the processes in the organization and tense working atmosphere, which results in improving organizational climate, relations between employees, etc.

Often senior managers, owners, or managers of various organizations say with great conviction that one of the main problems for their organizations represents the "mentality" of personnel. Any "successful" strategy they apply, or would like to implement within their organizations, regardless of resources, of the "opening" that (they think) give evidence, they meet a seemingly insurmountable barrier – *"the obsolete mentality"* of staff. According to the explanatory dictionary of Romanian language, the mentality is *"a particular way of thinking and reacting properly to an individual or a community"*. Developing, we could say that senior managers of organizations are related to how staff is manifested in a given situation, to how employees perceive and represent their reality.

The way how the staff organization is manifested in certain situations, the way how "they perceive and represent their

reality " at some point is also a consequence of values, of legends, symbols and ceremonies promoted in the organization, the constituent elements of *corporate culture*. We could say so that the "mentality" referred to senior management is largely an expression of corporate culture in the organization developed and supported even by management organization.

Corporate culture is very important for changing the mentality of employees but this is valid for the organizations having a considerable number of years of activity. Corporate culture is acquired over time and only by involving organization management. For organizations that are hitting the road there is no corporate culture, therefore the management team has an important role in adopting a well thought out strategy. It sometimes puts the question of the mentality of senior managers. Perhaps in some cases even senior managers do not realize the importance of quality.

The management (top and middle management) is the first to have been aware of the importance of implementing quality management system. For this purpose, it is appropriate to hold a course-seminar of management team awareness. Management team must accept the idea that success in the field of quality is best assured by implementing a quality management system.

Today, being a supplier who offers quality products / services is a condition of survival. In certain markets, to have a quality management system, set up in your organization, has become even a minimum condition of maintenance in that market.

The success of implementing a quality management system, as a process of changing the corporate culture, is closely linked to staff culture. In this regard senior managers will send those messages (and by their behavior) that were set up as an example to be followed by subordinate staff. Managers must stimulate employees by offering them rewards when it results efficiency and success. There must be given proper salaries to employees, otherwise they as can migrate to other jobs. Responsibility for quality in 90% (says Deming) is assigned to senior management echelon of the company. The success of the organization in increasing the quality of all activities carried out depends on the ability of managers to built human relationships, to recognize and assess the characteristics and individual talents, to give every employee the opportunity to reach his full potential. Implementing a quality management system depends on organizational culture, on the pre-existing cultural elements to the beginning of the process, its flexibility to incorporate new values and specific quality standards. It is desirable that the management team determine the employees to consider the company as a "mother", not as a simple job. The management team must convince all employees that achieving quality is possible only through total commitment and permanence.

The manager is the person who induces others the desire to make quality products / services and for this, you need a natural "gift", just as some people have a talent for art or music. Manager is not required to be a technician in the business field of the company he runs, he must be rather a good strategist, having intuition and flair. .You cannot define

the leader's professional competency-business success report. There are so many wonderful leaders in the world that do not yet know how to use a computer or send an e-mail. For example, Hitler, that negative "maximum leader" of the planet, had no idea how to lead an army to fight (he proceeded only up to the rank of corporal in World War I). But he had at his hands the most able generals and military commanders in the world when he started the Second World War.

No single manager can think only by himself a quality strategy in the organization he runs, he needs a team. The team the manager will build will have to fight first the change in the mentality and behavior of employees. This step is very

important, because future changes will be accomplished by people and for people.

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