

Vojislav Bozanic¹

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Quality management - building success through people

Abstract

One thing is to employ people, but how do you keep your employees motivated, productive and satisfied? Management theory and practice offer solutions and appropriate standards for better management of your workforce.

In that sense, the guidelines and application of the ISO 10018: 2020 standard Quality management - Guidance for people engagement provides guidelines for engaging people in the quality management system of an organization and increasing their participation and competence in it.

Furthermore, the standard ISO 10015: 2019 Quality management - Guidelines for competence management and people development provides guidelines for organizations to establish, implement, maintain and improve systems for competence management and human development with the intention of positively influencing the results related to the compliance of products and services and the needs and expectations of relevant stakeholders.

These standards are fully compatible with the ISO 9000 Series of standards and applicable to all organizations regardless of their type, size or industry.

Key words: *quality, employees, ISO 10018, ISO 10015, competence*

¹ Faculty of Organizational Sciences, University of Belgrade (Retired Professor)
vojkanbozanic@gmail.com

Introduction

Employment is often considered to be a lottery. Candidates are interviewed, shortlisted and finally the decision is made on the person most suitable for the job. At least, it seems to be like that. It is justifiably expected that employees with a high level of engagement in the workplace will contribute to the success of their employer. However, many best employees start to lose interest when they feel that their skills or talents are underused. Therefore, empowering staff through career training, as well as the perspective and hope of employees that they will receive appropriate training during their career, can return temporarily demotivated staff to the active life of the organization.

People are essential to the organization. The performance of an organization largely depends on how people's competencies are used in their work. For an organization to be successful, it requires competence management and development of people at the organizational, team, group and individual levels.

If employees feel respected and supported, they will stay in their jobs longer and work actively to contribute to the improvement of the system and the positive results of their organizations.

Employees can be defined as "intangible assets of an organization" because they are not easy to explain and value in monetary terms as is the case with factories, offices, machinery or products. However, successful organizations in the 21st century, depending on the type of activity, estimate the value of their employees, through the knowledge and skills they have, as the dominant part of their assets in the representation of 40% to 85% of total assets. Employees represent a smaller percentage of "assets" in production organizations (agriculture, industry), medium in health and education, and the largest in intellectual jobs of the service type (applied science, design, IT, etc.).

Competence management and people development

Competence management and human development are clearly interrelated: human development is a part of competence management, and competent people will require development. These two factors are interconnected and, in many ways, inseparable.

The two ISO standards on human management are intended to include useful steps on how employee value can be recognized, improved, expanded and nurtured. The first to be applied when selecting and employing new staff

is ISO 10018: 2020², or SRPS ISO 10018: 2020³. The second that is permanently applied in the work of the organization is ISO 10015: 2019⁴, or SRPS 10015: 2021⁵.

These standards, as well as the procedures and guidelines that specify their application, are tools in constant use in organizations and should not be left to collect dust on the shelf.

Both mentioned standards, as well as their domestic versions, are process-oriented and harmonized with the ISO 9000 series, and most of the definitions used in these standards are taken from ISO 9000: 2015⁶, and SRPS ISO 9000: 2015⁷.

ISO 10015 provides guidelines to help organizations and their managers design appropriate and timely training for their staff. In the pursuit of continuous improvement and monitoring of rapid changes in the market, in the field of technology and in accordance with customer needs, organizations must regularly assess what skills and competencies their people need to remain successful and competitive. This standard addresses requirements at the organization, team, and individual levels using the Deming Plan-Do-Check-Act cycle.

² ISO 10018:2020 Quality management — Guidance for people engagement, International Organization for Standardization, Central Secretariat Chemin de Blandonnet 8 CP 401 - 1214 Vernier, Geneva, Switzerland;

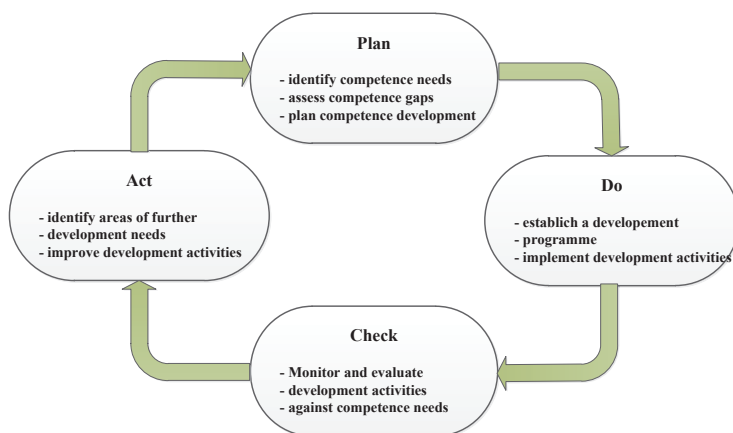
³ SRPS ISO 10018:2020 Quality management – Guidelines for people engagement, Institute for Standardization of Serbia, Stevana Brakusa 2, 11030 Belgrade.

⁴ ISO 10015:2019, Quality management — Guidelines for competence management and people development, International Organization for Standardization, Central Secretariat Chemin de Blandonnet 8 CP 401 - 1214 Vernier, Geneva, Switzerland;

⁵ SRPS 10015:2021, Quality management — Guidelines for competence management and people development, Institute for Standardization of Serbia, Stevana Brakusa 2, 11030 Belgrade.

⁶ ISO 9000:2015 Quality management systems - Fundamentals and vocabulary, International Organization for Standardization, Central Secretariat Chemin de Blandonnet 8 CP 401 - 1214 Vernier, Geneva, Switzerland;

⁷ SRPS ISO 9000:2015 Quality management systems - Fundamentals and vocabulary, Institute for Standardization of Serbia, Stevana Brakusa 2, 11030 Belgrade.

Figure 1 *The process of competence and human development management*⁸

Competence management is of great importance for improving the organization's ability to create and deliver value.

The ISO 10015 standard includes the recognition and identification of the required competence within the entire organization, team or group, as well as the assessment of available competence of the individual.

Based on the gap analysis⁹ and comparison of the required and available staff competence, it is determined to increase the competence, roles and responsibilities of management staff, evaluate the impact of management competence and the human development program, and determine future competence and human development needs.

The ISO 10018 standard provides guidelines for engaging people in an organization's quality management system and for increasing their involvement and competence within it. The guidelines of this standard are used not only when defining the description of individual duties and jobs, but also when filling new jobs and selecting new employees, as well as additional training of existing ones in order to increase organizational knowledge.

Organizational knowledge is knowledge that is specific to an organization. This is information that is used and applied in the work of the organization in order to achieve its goals. Organizational knowledge can be based on: a) internal sources (e.g. intellectual property, knowledge gained from previous

⁸ taken from ISO 10015: 2019

⁹ In the management literature, "gap analysis" involves comparing actual performance with potential or desired performance. The gap analysis recognizes and identifies areas that can be improved. Gap analysis involves identifying, documenting and improving the distinction between business requirements and current capabilities.

and current experience, analysis, learning based on success and failure, collecting and sharing undocumented knowledge and experience; results of improvements in processes, products and services); b) external sources (e.g. standards, academia, conferences, awareness-raising trainings, gathering knowledge from users or external suppliers).

Competence is the ability to apply knowledge and skills in order to achieve the intended results. Employees prove their competence with certificates, licenses and authorizations, which is often a condition for doing business.

Conclusion

Competence, training of employees and knowledge management of an organization is an important part of the development of the organization, and not infrequently the legal - technical condition for the existence and survival of the organization.

Therefore, the development of competence has become more important over time and with the development of technology (for example, teleworking), so that the competence of each individual in the organization is emphasized.

The application of ISO 10015: 2019 standard, as well as ISO 10018: 2020 standard in company organization will significantly contribute to competence management, especially in the development of criteria for admission, identification of existing and necessary knowledge and skills, and effective and efficient plans and procedures to achieve desired competence.

The results of the self-assessment will provide guidelines for determining future needs for competence and human development.

