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Equaldistribution Of Knowledge-Condition For Successful Process Approach

Abstract: *Training and qualifying are important request of international standards of ISO 9000 series, but also of other management enviroment ISO 14000 and work safety ISO 18000 standards.*

The paper points on significance of training and qualifying especially on equaldistribution of knowledge in an organization. The paper also emphasiyes the connection between training and qualifying and processes, and points on the robe of management in process off all training of staff and members of management.

Training of staff depends on management as well as the level of knowledge. Process improvement is knowledge dependant, and survival of organization is improvement dependant

Keywords: *Knowledge, process, QMS*

1. INTRODUCTION

Even in the mid of XX century some theoretical authors show that new era is coming with lot of significant changes, where the knowledge will represent the essential potential for further improvement. What can we say today? The time where we live is time of constant and dynamic changes-improvement in all areas of life, with the same point-orientation on the market, creation of flexibile firm and flexibile technological systems and also creation of system for problem resolution.

A succes on the long term will be reserved for those that will have power to forecast further global happenings, changes and future customers'needs, that will not stop with continious improvement in all segments of life and work. Those conditions, in long term, are not easy to realise. The explanation for this could be because they are considered not only as the most important but also as the most critical for the surviaval. Only surviavals will be those that are fast, that know to change themselves, but also the processes, and those that are static and slow will disapeare [4]. « There is no more that bigs eat small, but fasts eat slows».

Moreover, a part of changes one of the most important characteristic of modern time is service-orientation. In the developed countries services present 60 % of whole turnover and the number of employees pass 70%. For this research those trends are very important, because the characteristics such as loyalty, competitiveness, kindness, communication and etc.greatly depend on donner's training, but also on receivers of service.

The next important characteristics of modern time, that have influnced our reserach, is quality as a world process system from end of XX till beginning of XXI century. There is no changes without quality, but also there is no quality without changes-improvement, also there is no service quality without knowledge.

American researcher from Harvard University, as a reason why quality is very successful in Japan, lists that Japanese consider quality as a concept for organizational learning about customers' needs, independently from the point that concerns customers' specific needs. One of the best definitions of the quality is created from this approach:

Quality is ability of organization to learn and introduce customers' needs.

Capability and capacity, what we talking here, make capable all employees to act on implementation of methods and tools for customers' needs realization. Capability and learning trough out constant employees training and also improvement and changes of working methods and way of living have to be presented in whole firm, starting with top management and rest of management levels till whole employees.

Constant employees knowledge innovation (not only of them) is one condition that merits special attention, without whose implementation there is no significant success concerning *global quality management*. It is not possible to improve our products without improving ourselves. Peter J. Drucker, father of modern management said « Managers that are successful today and that want to be succesful in the future, are those that are ready to work on themself ». Moreover, Jack Welch, icone of american business presumes that the most important competitor advantage is firm's possibility to learn and to tranform knowledge into action [4].

In the time of constant changes, the knowledge obsolete very fast. Challenges that we face every day ask different skills from those that we aquired from formal education. So, it is not surprising world trend where we have higher budget for education of employees after formal education than budget of education's institution. Still, in our country this process is still slow compering to countries with highly developed working culture. Here some examples [4]:

- Swedish Royal Academy of industrial science claimed two decenies ago that their managers will use only 20% of knowledge and that all rest should be innovated. Using data from Swedish institute for racionalisation, in first 10 years of their employment 300-500 employees pass to innovation of their knowledge, and 3 to 5 % of employees have constant knowledge innovation.
- China has started to engage experts even in the beginning of 80s what has followed opening of centars for managers knowledge innovation. Less than one deceny and the half,

they have more than 3000 employees that are presenting foreign experts-«trainers». The results are well seen because China does not export any more only tolls and silk, but highly-sophisticated technical products, and in number of parametres China is close to developed countries.

Global trend in Europe is moving in the direction of learning society. This is knowledge that is aquired by formal education and thought permanent learning and qualifying. It is expected that the most developed countries in EU will become in couple of years the society of learning.

Knowladge is factor that generates quick changes, it is condition for surviaval, so we can conclude that learning and qualifying are conditions for surviaval. Because of that the modern management system is oriented on changes, knowladge and constant learning.

Quality Management System[QMS] is based on constant changes and training. As well other management systems are based like explained above.

2. QMS PRINCIPALS AND STANDARD'S REQUEST FOR NEW KNOWLEDGE

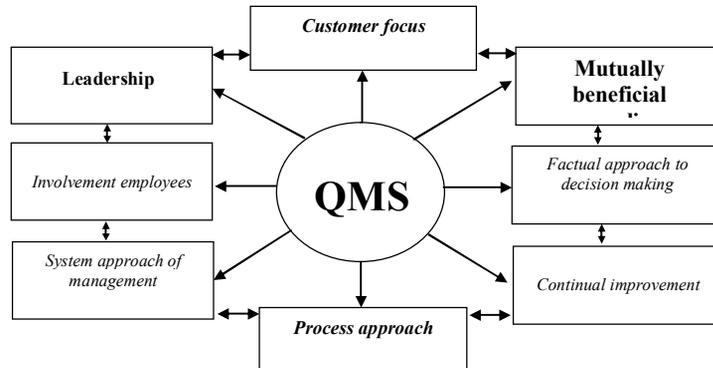
QMS (Quality Management Systems) of ISO 9000:2000 series, that has been updated, promotes new management paradigm that is based on eight principals as it shown on figure 1 .

Using whole eight principals, as holistic approach, gives full effectivness of the system. For this subject it is very important following principals: employees engagement, making decision basing on the facts, continious improvement and process approach. Important to note, that mentionned principals are not more important than the others.

Experiance, domestic and foreign, show that the function of management system is based on adequately employees qualification for the system. Quality management system demands *general employees' engagement*, so, it is needed

general qualification for quality. Without training and qualifying there is no adequate employees engagement, no

decision making based on the facts, no continuous improvement and not-qualified „owner“ is not good process „owner“.



Structural principles of QMS

In one US firm survey, it was underlined that 23% of employees consider that they work with full potential and 75% that they could work better. In the same survey 44% of employees told that they do not try more than necessary.

How it should be observed the knowledge problem and its role in society where 40% of citizens with more than 15 years have only elementary school, 15% do not know to write, and hardly 7.5% have high school. The citizen that do not know to write are employed in firms and they have to manage processes. Process management is made also by employees with higher education.

Companies could be organized so that employees are informed in quick and effective way about technological changes, changes concerning new methods and the ways how to understand customers' needs. Learning how to understand what customers want (*predictable and unpredictable*), includes learning how to adopt organization under those wishes and needs.

All of these focus on complex training problematic that is not successful with some courses. Forming is complex exercise that should be planned systematically and with knowledge and which frame should precise quantity of new knowledge and learning. Success will arrive if managers are formatted to support learning process by making initiatives, helping, financing, and forming themselves. This is a new role of managers. Managers also

organize measures and analysis of results of formation, the influence of formation and qualification of effective improvement. Managers' training in area of quality management system should be organized for dissemination of knowledge and encouragement for practical application of modern methods and new ideas about quality.

There are the things that could not be done before you teach them how to do, but there are the things that you can not learn if you do not do them.

Armenian proverb

For construction and implementation of international standards that are related to quality management, environmental protection, work safety and similar, it is necessary that top and expert personnel have different and multi-disciplinary knowledge-the knowledge that is necessary for organizational management system such as concept of integrated management system.

This requires new approach of training and qualifying. Training and qualifying represent request that should be implemented and whose implementation is controlled. Possible way of training by having only some courses is not enough for management system.

Individual formation in unusual, environment does not give expected results. Training should be organized for groups, where in collective discussion everyone start to be informed about news inside firm, methods and approaches. In practices the core phrase is:

quality will never be in superior level than employee's qualification.

Training for quality should be related to innovative knowledge for all fields that are important for firm. New program, new market, new products, new suppliers, new technologies or new methods for financing, ask for employees training. Training programs are balanced with processes of quality management system improvement, documented and verified.

The aim is that employees are capable, that they have knowledge and skills what together with experience should realized requests, needs and expectations of customers, and also to create mind about consequences for firm, employees and individuals if they are not realized.

Importance of knowledge and training are underlined by quality and TQM promoters (Juran, Crosby, Deming and Feigenbaum). Special importance of knowledge and training is underlined by E. W. Deming, supported by research results from Japon.

We have to underline that TQM approach focus on knowledge and training as the most important. A part training, for quality or environmental protection, there is a need for knowledge about customers (their needs), about competition (their possibilities), about technology (dangerous from them, but also the possibilities), about methods and technics. Training and qualifying should give better process understanding.

Employees' training and qualifying for individuals, for teams and for whole organisation are ways for organisation to learn what is based on the manual:

- That knowledge is important, and maybe a dominant capital of organisation, in other words a important competitive advantage.
- The knowledge as organisation's capital presents knowledge of all employees.

3. LEARNING AND QUALIFYING AS A CONDITION FOR EQUALDISTRIBUTION OF KNOWLADGE

Personnel that realise work that affect product quality should be qualified in

area of education, knowledge and experaince(ISO 9001:2000, 6.2).

Policy of ISO 9000 international standards such as learning and training, elements of quality management improvement and also approach of employees involvement, is defined directly or inderectly trough several requests. *Organisation have to: „define employees qualification that realise work that impact quality and realise training... ..“* ISO 9001, point 6.2.

Principal 3 of environmental management system also talks about leadership, team work and continious learning. *Organisation has to identify the need for expert qualification. It has to demand that employees whose work can impact significantly environment, receive expert qualification.* Similar principals concern also other management systems (work safety management system ISO 18000, information security management system ISO 27000,...).

Training and qualifying is common point of all management systems and represent important part for integral management system [IMS].

All those requests need verification for employees qualification and training, what insure their activities concerning quality. Need for employees qualification and improvement should be verified, documented and defined methods. The focus should be on employees qualification on all levels inside organisation. Special attention should be regarding the choice of staff and their qualification during distribution exerices.

International standards and also scientific and expert literature greatly and in a good way focus on employees training and qualifying. Still, its importance is maginal for firm's top management. State of training and qualifying like this, could be characterized in majority of organisation as:

- Majority of organization have no plan about training and qualifying
- Organizations that have plans about training and qualifying mostly do not implement those plans;
- Organizations that implement quality management system and have ISO 9001, have plans for trainings and qualifying;
- Majority of organizations that have quality certification and that have

plans for training, do not implement those plans or only part of them.

From those four characteristics of training and qualifying state process we can conclude that their function is not well. The top management still did not recognize that training and qualifying present working condition for top management and all employees.

In our practice there is no similar case such as case from one European company that has forbidden it's filial to work because it did not implement plan for employees training and qualifying.

Training and qualifying creates new improvement, new improvement creates new values, new values attract new customers, new customers search for new partners and improvement like this pass through all principals of QMS. In practice the whole process should move, with help of plans for training and qualifying to accelerate process of quality management development inside organization.

The suggestions of new standards (ISO/CD 9004) are oriented to five levels of development and five approaches of learning and qualifying in organizational development and for **organizations that learn**:

- Level 1: classic organization (starting state), individual learning and qualification sporadically
- Level 2: proactive organization, systematic learning and qualifying

and learning on errors.

- Level 3: flexible organization, collective learning and qualifying, organized with approach that involved all employees.
- Level 4: innovative organization, continuous improvement based on learning and qualifying and on equal distribution of knowledge.
- Level 5: sustainable organization, knowledge distribution on all levels of organization, but could be also transmitted on interested parties, especially customers and partners.

Equal distribution of the knowledge represents the base of system effectiveness and efficiency. Employees knowledge and experience are transmitted on working teams and further could be transmitted on suppliers and other interested parties. Knowledge management presents key factor for organizational success, and equal distribution of the knowledge presents way for managing firm

Organization on three to five levels should answer the question how is the practical approach of equal distribution of knowledge. Practical approach of equal distribution of knowledge in this research is defined on process approach. Practically it could be presented as on figure 2.

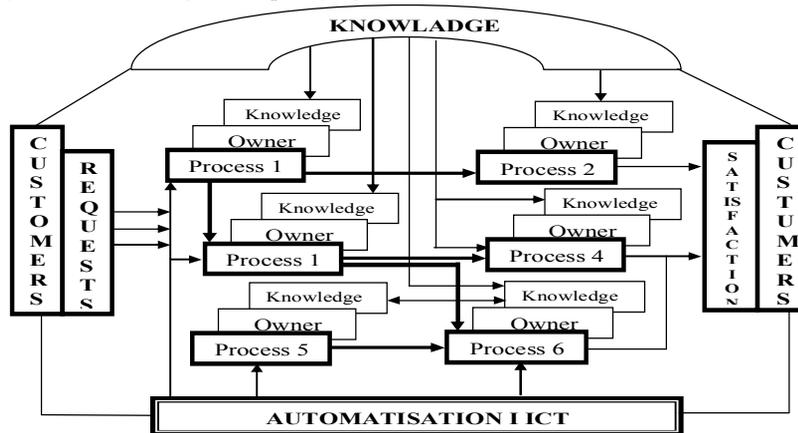


Figure 2. Equal distribution of knowledge based on process approach

That in organization based on customer's requests and needs, management recognize and define processes that will realize

those requests. Those processes are managing processes, support processes and measurement processes.

That processes, based on enter and exist are linked mutually inside the process network and that each process has its "owner" such as one employee or group of employees. That each process is defined by quantity and types of knowledge that "owners" have to have for managing successfully the process.

To define approaches and methods of knowledge distribution, and also measures of effectiveness of training and qualifying.

To implement those processes, the following should be verified:

1. Are training and qualifying defined trough out quality policy and do training and qualifying including all employees?
2. How is policy of training and qualifying distributed into measurable objectives, and how are measurable objective reformatted into training and qualifying?
3. How management assure that employees qualification inside organisation fit with actual and future needs?
4. How are plans for training and qualifying realised and how are effectiveness of training and qualifying measured?

Complex processes of equal distribution of knowledge will be implemented successfully if the processes are well managed and when the basic roles are respected by organisation managers:

- Customer's needs are the aim of learning.
- Only employees knowledge can keep organisation.

- Training and qualifying as a way for employees' involvement in process of employees' improvement represents employees' obligation, improvement process demands new capabilities, new capabilities ask for new knowledge.
- Top management moves training; they should start from themselves, they should not ask employees to train if they did not do it.
- Forms the existing staff-do not changes them.
- Permanent learning and qualifying is right way for organization to create leadership, and only collaborators with similar level of knowledge could follow.

4. CONCLUSION

Training and qualifying are important requests of ISO 9000 international standards. Those requests have become important elements of QMS and way to develop knowledge as competitive advantage inside organisation. Further QMS development concerning business distinction and TQM needs further training systems development and qualification in system of equal distribution of knowledge. In this research we give accent on approach of equal distribution of knowledge using process approach and process managing role. Linkage between „owner“ process and knowledge process is developed in this research on simple relation of their direct mutual linkage.

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