SOME RESULTS IN IMPLEMENTATION OF QUALITY MANAGEMENT SYSTEMS AND TOTAL QUALITY MANAGEMENT IN THE ROMANIAN PUBLIC SECTOR – CITY HALLS, COUNTY COUNCILS, GOVERNMENTAL BODIES

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Abstract
The authors are presenting in this paper some information regarding the quality infrastructure in Romania and also some specific results regarding QMS and TQM implementation in public sector – city halls, county councils and governmental bodies as it follows:

- Romanian legislation for QMS development
- Quality infrastructure in Romania
- Romania’s situation regarding quality management to public sector institutes
- Romanian Quality Infrastructure Development Strategy
- Conclusions

The results presented are directly related with the experience of the authors in the fields of training and implementation of QMS and TQM in Romania, working for two very active actors involved in promotion of the Quality Culture in Romania: *IRECE-Romanian Institute for European Quality and Education (www.irece.calitate.com) – a not for profit association – and **FiaTest TQM (www.fiatest.ro), a private training and consulting company.

1. Romanian legislation for quality infrastructure development

Presently in Romania the quality infrastructure is regulated by the following legislation and other regulations:

- Governmental Ordinance nr.39/1998 amended by Law 355/2002 regarding the standardization in Romania
- Law 608/2001 regarding the conformity assessment activities in the regulated fields.
- Laws and Governmental Decision regarding the transposition of the New Approach EU Directives.
- The Governmental Decision 1723/2004 regarding the implementation of QMS in public administration bodies.
All these laws and regulations are fully in line with the European Union legislation.

Also is very important to mention that The Governing Programme of the new Romanian Government installed in December 2004 mentions five times the use of QMS as effective instrument to improve the competitiveness of the Romanian economy, especially in the case of SMEs, industrial companies and local and central public administration bodies.

2. Quality and conformity assessment infrastructure in Romania

The following quality and conformity assessment bodies operate in Romania:

2.1. NATIONAL LEVEL


b. ASRO – Romanian Standardization Association (www.asro.ro) – private body, not for profit association, recognized by the Romanian Government (Law 355/2002). The coordinating authority for ASRO is the Ministry of Economy and Trade.

c. BRML – The Romanian Bureau for Legal Metrology (www.brml.ro) – governmental department, including 42 county legal metrology inspectorates and the National Metrology Institute. The General Director of BRML is directly subordinated to the Minister of Economy and Trade and BRML is a part of this ministry.

d. ANPC – The National Authority for Consumers Protection (www.anpc.ro) – governmental body, including 42 county consumers’ protection offices and the LAREX – National Testing Laboratory. The President of this body is directly subordinated to the Prime Minister and ANPC is directly under the subordination of the Prime Minister.

e. The Foundation for the Romanian Quality Award “J.M.Juran” (www.fundatiajurian.ro) – private body, not for profit association, set up in 1999 with the support of EU through a TTQM Phare project. The Foundation is the administrator of the National Quality Award, granted each year, based on the EFQM Excellence Model. In Romania there are two EFQM general members: J.M.Juran Foundation and the private FiaTest company (www.fiatest.ro).

2.2. LOCAL LEVEL

Two types of conformity assessment bodies (CAB) operate in Romania:

a. The ones accredited by the Romanian Accreditation Body – RENAR

b. The ones accredited by other national accreditation bodies from EU (TGA – Germany, DKD – Germany, RVA – The Netherlands, UKAS – United Kingdom and SINCERT – Italy). All non Romanian accreditation bodies are signatories of MLA/MRAs with EA, ILAC and IAF. For QMS/EMS/Products Certification bodies these accreditation bodies have to comply with the IAF Cross Frontier Accreditation Policy.

The Romanian Accreditation Body has accredited CABs abroad: India, Germany and Turkey.

The Romanian Accreditation Body – RENAR has accredited until now the following categories of CABs:
A probable **structure of companies** certified in Romania is:

- 3500 QMS certified against ISO 9001/2000
- 200 EMS certified against ISO 14001/1996
- 30 HAACP systems certified against DS 3027
- 5 OHSAS certified against Romanian standard OHSAS 18001/1999 (no RENAR accreditation for this field)
- 2 ISMS certified against ISO 17799/2002
- 500 certified products

**The real situation is not fully known because the foreign CABs operating in Romania do not announce officially the companies/products which they certify in Romania.**

3. Romania’s situation regarding quality management developed in public sector institutions

3.1. QMS for local and central public administration

Until 2004 when the Governmental Decision 1723/2004 was issued, the certification of QMS in central and local public administration institutions had been voluntary. In the following period, according to this regulation, all central and local administration bodies – ministries, city halls, county and local councils, local governments, will have the obligation to implement and certify their QMS against ISO 9001/2000 at least for those services directly addressed to citizens. Up to now on a voluntary basis, several public administration institutions designed and implemented a quality management system according to ISO 9001/2000:

- 9 municipality’s city halls, including the capital of Romania – Bucharest
- 3 city halls of the Bucharest districts
- 2 county councils
- 1 local council
- 1 governmental body – The National Unemployment Agency - central headquarter and 20 local offices.

Five other municipalities together with another governmental agency (The National Food Safety Agency) are in progress of implementation their QMS. Also some ministries have expressed their interest in the implementation and certification of an ISO 9001/2000 QMS. The most active consultant for this specific sector is the Romanian company FiaTest ([www.fiatest.ro](http://www.fiatest.ro)) which has offered training and specific consultancy to implement the QMS for: 3 city halls (other 3 are in progress), the first County Council certified and both governmental agencies.

The financing of the consultancy and certification have been assured by their own funds or by using a National Governmental Funding Scheme called CALIST ([www.calist.ase.ro](http://www.calist.ase.ro)).

The most important supporter of the implementation of QMS in city halls is the Association of the Municipalities City Halls. According to an agreement concluded between this Association and FiaTest
and IRECE – The Romanian Institute for European Quality and Education, an awareness campaign was developed for all 101 city halls members regarding the added value of QMS for city halls, specially to increase the quality of services offered to their main clients – the citizens. At each General Assembly of this Association, FiaTest had presentations on the requirements of ISO 9001 standard, on quality infrastructure in EU and Romania, and on possibilities for the implementation of TQM in City Halls.

There are 3 active QMS Certification Bodies active in granting certification for public administration institutions, all accredited by RENAR. All of them have auditors and lead auditors specialized in ISO 9001 for city halls and other public institutions.

The main problems encountered in supporting these bodies to implement and certify their QMSs against ISO 9001 standard were:

- a conservative mentality noticed specially among the second level managers;
- an insufficient quality culture, especially related to the added value of a QMS;
- staff involved in the development of the QMS did not have enough empowerment and responsibility.
- the reaction on behalf the internal audited units was not always a constructive one.
- the systemic approach of specific processes generated many times a strong opposition (the “process” language not easily understandable)
- the communication process was not effective in many cases.

3.2. TQM in public administration

Romania has adopted the EFQM EXCELLENCE Model. The administrator of the Romanian Quality Award is the Romanian Quality Award Foundation “JMJuran” (www.fundatiajuran.ro) set up in 1999 as a not for profit association with 11 founding members representing industry, employers’ confederations, professional associations and 3 associations involved in quality infrastructure. The first President of the Foundation (1999-2004) was the First Vice-president of the Romanian Chamber of Commerce and Industry. Presently the President of the Romanian Engineers Association has the elected position of Chairman. All four Awards Ceremonies were organized at the Romanian Presidential Palace and the awards were granted by the President of Romania, who accepted to be the Honorary Chairman of the Romanian Consultative Quality Council. 24 Romanian highly performant companies have participated so far in the four editions of the Romanian Quality Awards. Two of them represented Municipalities’ City Halls.

Only two Romanian organizations are general members of EFQM – JMJuran Foundation and FiaTest TQM company. Since 2005 FiaTest TQM has became also CONSULTANT for EFQM. In 2004 the Chairman of FiaTest TQM became ASSESSOR for European Quality Award, being the only Romanian assessor of EFQM.

IRECE and FiaTest TQM started an intensive awareness campaign to promote the EFQM EXCELLENCE Model in Romania, by organizing seminars in Bucharest and other important cities of Romania. In 2004 FiaTest TQM started the setting up of so called FiaTest EXCELLENCE CLUBS, focused on the promotion of the specific instruments of EXCELLENCE: EFQM Excellence Model, Benchmarking, TQM, TSM, TPM, 6 Sigma, Lean Thinking, QFD, SPC, Balanced Scorecard. Now there are four FiaTest EXCELLENCE Clubs in Bucharest, Timisoara, Iasi and Bistrita, with about 100 members. Among these members there are the city halls of the municipalities hosting the
CLUBS. In progress there are new FiaTest EXCELLENCE CLUBS in other 3 municipalities-Brasov, Constanta, Baia Mare.

On the FiaTest website there is a special button called EXCELLENCE CLUB, with a free of charge access for all interested companies. The access to the FiaTest EXCELLENCE CLUBS is also free of charge. Now we started the specific activities to prepare some Romanian companies to participate in the European Quality Award.

Each year, starting from 2000 NATIONAL QUALITY FORUMS have been organised, with the main objective of promoting the quality culture at national level.

4. Romanian Quality Infrastructure Development Strategy

4.1. In 2004 the Order of the Minister of Economy and Trade approved the Strategy of the quality infrastructure development for the period 2004-2007, structured on three chapters: standardization, metrology and accreditation and conformity assessment. It was for the first time when at the governmental level the development of a performing quality infrastructure was regarded as a national priority. This is in line with the EU requirements regarding the FREE MOVEMENT OF GOODS and INDUSTRIAL POLICY. The negotiations of both chapters have been concluded and now Romania is looking forward to the signature of the Treaty with EU (April 2005).

4.2. In 2002 the Governmental Ordinance nr.120 was approved in order to support the companies to increase their competitiveness by using quality infrastructure instruments: testing laboratories accreditation and QMS/EMS/OHSAS certification.

4.3. In 2004 the most important Employers’ Confederation of Romania – UGIR 1903 (Romanian General Industrialists Confederation) adopted three important documents:

   a. The ACTION PLAN to raise the awareness of members of the employers’ confederation on how to understand and to implement the EU standards related to the FREE MOVEMENT OF GOODS.

   b. The STRATEGY to increase the industrial competitiveness and productivity by using quality instruments (the main contribution was from FiaTest company).

   c. The VISION and MISSION: Through Quality, Creativity and Education towards the European Union.

4.4. The New Government, appointed in December 2004, as a result of the general elections organized in November 2004, introduced in its GOVERNIG PROGRAM special requirements for the increasing of the effectiveness and competitiveness of Romanian organizations, based on quality management systems.

5. Conclusions

   a. Romania has a competitive quality and conformity assessment infrastructure, in line with EU and WTO requirements.

   b. Romania achieved good results on the way of promotion and implementation of QMS and TQM, in all economic and social branches.

   c. The New Government, appointed in December 2004, as a result of the general elections organized in November 2004, introduced in its GOVERNIG PROGRAM special requirements for increasing the effectiveness and competitiveness of Romanian organizations, based on quality management systems.

   d. By adopting the Governmental Decision 1723 / 2000 regarding the implementation of QMS in public administration institutions, the assurance of quality of services offered by the local/central public administration bodies to their citizens based on QMS and TQM became a priority of the governmental policy.
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