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Аудит управления качеством на предприятии

Аннотация: Аудит - основной контрольный механизм реализации программы совершенствования качества продукции и услуг на предприятиях в соответствии с нормами ИСО 8402 и ИСО 9001.

Ключевые слова: Аудит; совершенствование качества продукции и услуг; нормы ИСО 8402 и ИСО 9001.

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Audit of improving the quality in the enterprise

Abstract: Audit is basic control mechanism by realization program perfection quality production and services on the business in conformity from norms ISO 8402 and ISO 9001.

Keywords: Audit; perfection quality production and services; norms ISO 8402 and ISO 9001.

Audit - main cells:

- delivering to the institution which commissioned taking him, objective evidence that the system of the quality at the judged institution is appropriate, in accordance with established requirements, effective and gifted for the realization of the purpose;
- highlighting the need to improve the system of ensuring qualities as well as obligating managements of the changes necessary for the introduction;
- improving analysis and needs of action pro quality for guaranteeing the effectiveness of the system and preventing from him the de-formation;
- possibilities of comparing real action with right procedures;
- the inspection, or conducted action and procedures, as part of the introduced system of the quality, are answering quality requirements and whether they are fully effective;
- the statement, or the institution are in the sufficing degree able to deliver products about the high quality and to get the confidence in oneself, but first of all other institutions on this base to her.

With premises for the conduct audit qualities desire for ensuring recipients and principals for solidities happened; this conducting examinations and effecting evaluations are extorting possibilities of keeping the stable level of the quality add, according to the technical requirements included in the agreement.

With purpose audit the quality isn't feeling searching for guilty persons, but checking, whether adopted procedures of action indeed are being observed.

After the ending audit persons taking him should together discuss with linear managers, which information or conclusions should be included in documentation audit qualities, and which misunderstandings are a result, or of the case of which activity aimed at overcoming the problem are already well under way. Areas, for which taking determined action was agreed, should be examined again in order to make sure that everything is already in the norm. Audit of the quality is disciplining employees, because seeing to it that agree is his action procedures pro quality were implemented and held in practical activity. We can say a situation, in which the auditor has experience is a perfect solution both as the employee linear, as well as within the scope of the system of ensuring the quality.

Audit internal is used for an evaluation of unanimities of action carried out as part of the system of managing the quality and documentation and for the evaluation of their effectiveness, as well as for taking and possible correcting and preventive action. One should clearly emphasize that the internal audit isn't a special type of the control. Only an impartial evaluation of accepted implementations is setting him of assumptions and obligations. Therefore is important so that he is conducted by persons not bearing the direct responsibility for the area of the system subjected to the audit.

The internal audit can have character of: **system** - when an effectiveness is assessing effects of the entire system; **product** - when is directed to the evaluation of action shaping the quality of the specific production; **process** - if refers to specific processes.

The audit can be planned that is routine, conducted in frames of the accepted schedule or temporary conducted e.g. in order to find reasons for appearing of specific disagreements.

Correctly the internal audit conducted and drawn up is an effective tool of holding, as well as raising the level of the quality. He can moreover generate signals for needs to take action in order to improve systems of managing the quality.

The procedure of conducting the audit in every organization has one's specificity. Determining the effectiveness and effectiveness's are an aim of audits systems of managing the quality.

Audit internal are being conducted in order to check whether the integrated system of the management is:

- he is in accordance with planned arrangements, with requirements of the norm and specific requirements in documents of the integrated system of the management;
- he is effectively implemented and held.

In the enterprise audits are internal planned and conducted according to the schedule audits. Plan audit internal is drafted once a year by the mobile phone for Qualities and approved by the Attorney of the management Board for of integrated System of the Management which he contains:

- audits criteria;
- audits area;
- scope processes;
- dates.

Audits over plan are being conducted at the Attorney's of the management Board recommendation for of integrated System of the Management.

Chairman at the request of the attorney for a team of auditors is appointing the integrated System of the Management out of persons being in the register of internal auditors, appoints the leading auditor and auditor environmental specialist and for the health and safety at work and determines the scope audit. At the selection of auditors their official independence is being taken into account from persons directly responsible too audited areas of action.

The attorney every time is notifying immediate superiors of the fact of appointing their employees on auditors. Immediate superiors auditors are obliged to ensure conditions enabling the timely execution by their employees of connected tasks from audit internal. In case of the address commissioned to the difficulty with the timely execution audit, auditor or his superior is notifying the attorney immediately of it.

After receiving call-up auditor leading, in the agreement with the manager of the cell audited is drawing the plan up audit. Leading Auditor is handing the agreed plan over audit into the cell audited not later than on the 1 week before the date audit. On audit team auditors is meeting with the manager and the appointed staff of the audited aim at the meeting opening. Team auditors, according to the division of objectives, methodological examining of functioning of the system managing the quality is carrying in audited area, in the scope predicted in the plan audit.

Internal audits are being built by the team of independent, trained auditors so that a condition of the independence is met auditor in view of studied area. Audits are being made by internal, independent auditors trained and authorised at this target from audited of areas. With teams audited the most experienced auditors are directing. Auditors are preparing to audits using appropriate norms, procedures and other system documents, conducting analysis of records.

Auditors leading audit, seek a of objective evidence, whether audited activities are in accordance with requirements of the norm and documents of the integrated System of the Management.

Evidence is being collected by leading interviews with employees, keeping up with the activity and checking system regulations. Coincidences of the disagreement and observations are being documented according to assumptions adopted in the procedure. Once a year an assessment of auditors is made.

Results audits internal are being documented in the form reports, cards of correct/preventive action. If during audit stated incompatibilities remained, responsible manager too audited area proposes action being aimed at a removal disagreements and after approving them is setting about

accustoming them in order to eliminate detected irregularities and their causes. Form of the card of correcting action / preventive is used for monitoring and registering implementing action after audit. The effectiveness of action is being checked after carrying them out by the leading auditor audit (auditor leading) or of employee of the Cell for Qualities.

Reports from audits activities analysed by Managers of Departments and Departments on meetings of applying inspections are up to date, of employees of the Cell for Of the quality and the System on the Inspection integrated of the Management. Managers of cells, in which in-compatibilities were stated are obliged to take correcting action. The attorney for the integrated system of the management is assessing the effectiveness and the effectiveness of conducted action. Outcomes of conducted action constitute the entrance information of the system for the inspection integrated of managing by the highest executive committee.

Audit outside named differently audit a place has the others side then, when given enterprise being found in a soil ordering. He is carrying audit qualities at one's current or potential subcontractors. He most often uses the own team for it auditors or is commissioning making audits for special company.

Of special significance audits the others side are gaining the assurance in enterprises which have an introduced system qualities. According to orders of norms PN-ISO of series 9000, the company is obliged to perform the effective supervision of systems of the quality of its subcontractors. It can be achieved only through regular audits outside made above all at not holding subcontractors certificate of systems of the quality. Moreover thanks to the running audits the others side, enterprises qualities can not only select the best subcontractors, but also help them with the improvement in their own systems.

Audits outside is moving according to the program audits outside, also if necessary and before entering into a contract with the new sub-contractor. Auditors delegated by the enterprise audited should have apart from the training o completed also course for candidates on auditors.

As a result that kind of audits the enterprise is gaining the greater confidence in its subcontractors.

A quality certificate is giving the chance of the presentation of its possibilities to enterprises as well as is benefitting a lot. They are appearing in five spheres of action, concerning:

- of decision to make the quality with essential strategic purpose;
- of transferring the strategy of the quality company into rigorous technical requirements of the product, aiming at satisfying needs of the customer;
- of implementing essential action from the field of the quality in the entire enterprise;
- from the scope cause managerial action organizational-technical;
- of motivation in the entire company and for her of starting and planning.

On the basis of experience enterprises which have an introduced and efficiently functioning system of ensuring the quality, can state that he is bringing effects in spheres: economic, organizational, technological and of human awareness.

A minimization of costs is a purpose of every company, including preventing the bad quality of products and hence costs of the bad quality. They include losses on account of the customer complaint, the guarantee and loss of orders. Lowering these costs is connected with great frugal-lities. The system of ensuring the quality is eliminating imperfect pro-ducts already in the course of the planning or of the production, not allowing dropping the defective goods to the market; he is guaranteeing the high quality of products, so prevents coming into existence of the large losses

associated with the defectiveness as well as is reducing other costs of the bad quality. The systematic improvement in the quality of the production is leading to the increase in the productivity, and consequently to: of lowering prices, the sale growth and the share in the market and increasing the expenditure on investments. This issue is being called the «Deming chain reaction».

The rank of costs of the prevention in the structure of costs of the quality is significant. He ranks among them: costs of the control and evaluations of products, costs of examinations, investments and expenses associated with drawing up and introducing the system qualities. Analysis of losses on detected gaps in appearance and inwardly enables to indicate ways of limiting them what is contributing to the rise in the income of the enterprise. The essential incurred expenditure on the sphere of the prevention prevents the defectiveness of products, and the right system lets the information the location of places, in which the largest losses are arising.

The enterprise which has a certification to its products, requires introducing the right system of the quality at its sub-suppliers. It allows to eliminate incurred expenses on the control of provided elements and to save the time. In conditions of the sharp competition the quality of products is an essential element of shaping the level of prices, from whom negotiating possibilities of the enterprise depend. An effectiveness of the product is an object of the negotiation in the use and of him attraction for the buyer. Introducing the system of ensuring the quality causes lowering total costs of the production, that is the height of the difference between the price and the production edition, i.e. the rise in the profit of the enterprise.

The producer always earns on the high quality, because both sanctions, and quality preferences are affecting the financial result. The system being in effect of contractual penalties in relation to the sale of products low-class is an element of contacts between the producer and the recipient. The seal of approval of products allows for their banal sale.

The certification of the system of the quality is increasing the market credibility in the enterprise, and hence a growth of the confidence causes the customer. Having a system is improving the competitiveness of products as well as enables fast adapting oneself to constantly changing consumer demands. The customer and his expectations are the most important premise to taking up work above the certification of the system of the quality in the enterprise.

Remaining reasons it:

- increase in negotiating power;
- fighting off competition in the sector, raising the prestige;
- developing trusting at the customer;
- reduction in the customer complaint;
- increase in the precision of the workmanship;
- reducing gaps;
- going up new markets.

Implemented and certificate the system of ensuring the quality is benefitting the enterprise both in the internal aspect, as well as the perception of the company in surroundings.

Effects in the sphere of the organization and the technology of implementing certificate of system be asphyxiated with carbon monoxide with quality it is delivering products to the market about level typical of individual groups of recipients to the quality it is one of essential purposes of activity of the enterprise.

Operations are resulting in the process of shaping the appropriate quality of products:

- about technical character which such aspects of the quality are embracing, as: establishing requirements, planning technological processes, instrumentation, process of producing;
- about organizational and managing character, embracing: establishing the general policy of the quality, formulating computer systems, the technician of the regulation and the control, establishing systems of stimuli and the set of indicators to analysis and the progress report.

The implementation and the certification of the system in the enterprise are benefitting the quality a lot in this action. In the organizational sphere of the system he is embracing:

- enabling to implement improvements of the circulation of the information being a base for making a decision in the enterprise;
- tidying up the division of competence between organizational aims;
- the introduction and the extension of computer techniques within the scope of collecting and the processing of information about the quality and using them for orienting, construction and technological research works;
- the information about the quality stopped being a monopoly for the department of the quality check, everyone has an access to her and can use it;
- they tidied a lot of areas up, in it e.g. stock economy, documentation;
- they created the possibility of the identification of the product, the return to the immediate contractor and the location of causes of the possible defectiveness;
- an increase in the precision of making products appeared;
- other plain of the intercommunication came into existence at establishing contact; information they have a book of the quality at their disposal, enables to begin conversations from the completely different ceiling;
- an improvement in the organization of the work is taking place as well as changes in the conduct of the senior staff, the technical supervisory staff and immediate contractors for products are visible;
- obtaining the certificate influences the image of the company, it is good visiting card what filling the beneficial position in negotiations enables;
- an increase in the activity of individual employees is watching each other.

In the sphere of the organization for her constant improving is one of basic effects. It results from making oneself aware of the fact that the improvisation is leading nowhere, and a systematic and hard work is a condition of achieving success. Implementing the specific procedure of proceedings is making it impossible to dodge responsibility and causes, that everyone is responsible for himself.

Brightly the determined scope of responsibilities is creating the precision of competence inside the company on every workstation.

Well the functioning system causes qualities, that behaviours both on the part of the management, as well as employees are negotiating in certain production line, operating, and all activities are thought over and tidied up.

Into becoming more expensive of the system he provides the normal climate for the quality for quality undertakings in the enterprise. He means this permanent interest in the system and the constant desire to the improvement in the quality on the part of the entire crew. Here a managing staff with which the duty of breaking the awareness of employees in direction is resting is performing the

important part of sense of direction pro quality. A system of trainings and an incentive system serve this purpose.

The implementation and the certification of the system of the quality functioning in the enterprise are bringing certain benefits in the sphere to the technology.

It is possible, among others, to exchange:

- applying new technical-technological solutions;
- exchange of machines;
- coming into existence of so-called specialist processes, that is so which technologies at present applied are overtaking;
- developing computer technology in construction works and technological;
- the rise in the expenditure on examinations and the development what the competitiveness of the name of technologies applied in area is guaranteeing.

The certification of the system of ensuring qualities is benefitting a lot, therefore more and more companies are also running for getting confirming of compliance of the system with ISO 9001 norms. He is an important marketing tool, particularly when was published by the independent organization certificating about the recognised authority.

The certification played the crucial role in the awareness of people. The human potential is the most valuable store of the organization, and effective driving him with the key to success.

To sum up, it is possible to state that implementing the system of ensuring the quality in the enterprise is causing changes in the awareness of his employees. They are feeling responsible not only for one's work, but also for improving the functioning of the entire organization, they are satisfied, are widening their abilities, but first of all have intense self-esteem.

Certificate the system of ensuring the quality is benefitting the enterprise a lot both in the internal, as well as outside aspect. Having such a system is slowly becoming a standard and on competitive markets is a base of becoming known of the company.

In contemporary world only a changeability is a permanent feature. In order to be competitive on the market, the enterprise must constantly develop and adapt to more and more high expectations of current and potential customers. The very satisfying needs of the customer, often even running out in the future, is a factor requiring constant improving of economic subjects.

At present the being of the system of managing the quality has many opponents and supporters. Supporters of the system are describing huge benefits tied with sponsoring the system as a new organization member and about possibilities of action on internal markets.

However opponents are pointing at the great bureaucracy. So that the system can very well function in the enterprise needs of constant improving must exist as well as he must be deeprooted in mentality of the enterprise and his employees.

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