

# QUALITY: A PREREQUISITE FOR END TO END SOLUTIONS IN EFFECTIVE RESOURCE MANAGEMENT – EVOLUTION

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## QUALITY AS MOVEMENT

The opening of Indian Economy in 1990s made a big impact on Quality System requirements need for the Indian business units especially family owned and Small & Medium enterprises. Those specially exporting Indian goods, services found them to adhere to a new Quality System Standard ISO 9001 based on complete business process against product standards followed so far. The impact of this in Indian Business community overnight was huge.

This resulted in following impact on Quality Systems followed based on product requirements only and not Quality of Services

1. Understanding once own process and writing it on paper as a Flow Chart
2. Necessity of complete change in Mind-set from Top to Bottom in every organization
3. Need of Man Power for the new Process oriented Quality System

Service oriented consultants and Quality System Certification Bodies were like hot cakes in the Indian Business Community. The first entrants and the team trained in the initial days were so sincere; Quality Movement started moving from snail pace to a breakneck speed. Top Management of every business realised its importance and started to get involved in the Quality Movement. The credit for this must be given to the Quality Guru's who insisted Quality Movement in every organization must be Top Down. Another important point many certifying bodies insisted:

- MR (Management Representative) as defined in Quality Manual shall be from Top Management, preferably No.2 man, who commands authority across organization.

This Quality System procedure started Quality Movement in a big way in India by Mid 1990s.

## HOW SYSTEMS EVOLVED

As per Quality System, Organizations have an Option to include Finance Department also in the Process or exclude from the Process. Initially many organizations kept Finance out of Quality Process. Quality Standard guideline clearly states "WRITE IN MANUAL WHAT YOU DO, NO ADDITIONALS "and "DO SINCERELY WHAT YOU WROTE IN YOUR MANUAL ".

Top Management understood , new Quality System – if implemented sincerely will help their organizations in improving efficiency and will help in eliminating unnecessary sub-systems and vastly improve the performance of Business . That means, Top Management MIND SET moving towards ROI (Return On

Investment) on QUALITY SYSTEM Implementation. With Top Management firmly in line to implement New Quality System, the next major task is how to change the MIND SET of Human Capital of organization who is accustomed to a particular way of working for decades. The role of MANAGEMENT REPRESENTATIVE as per Quality Manual came in hand with one of Top Management team person taking up this responsibility. This person understood well ROI needed from Quality System Implementation and the movement of Quality started roaring and at full speed by mid of 1990's.

Management Representatives with complete knowledge of Business Process employed different approaches to adjust MIND SET of Human Capital, some of which proved very effective:

1. Awareness and Training programmes on New Quality System
2. Quality groups comprising of Intra Departmental team members
3. Awareness of Stakeholders and their importance to Organization
4. Quality is not a book, it is what you do every day as routine, only documents it properly.
5. Quality Improvement Tasks of small nature

Involvement of Top Management in spearheading Quality Movement started showing results with every individual realizing need of his/her involvement in the new buzz word called Quality Movement “ .

The role of Quality groups of Intra departments and QIP (Quality Improvement Programme) resulted in identifying road blocks and in built inefficiency of the system. Management started authorizing Quality Teams to resolve issues and improve efficiency, by cutting down unnecessary steps in the process and improve Quality of Process with achieving company goals as target for the human capital of the organization. Management teams were clever enough in early days to include Quality Improvement as Company Goal as well as in Individual's sphere of work. Once Management realized the results achieved in small, started to link QUALITY as a tool to IN EFFECTIVE RESOURCE MANAGEMENT “of Organization in all aspects.

### **ROLE OF AUDITORS AS FACILITATORS IN QUALITY MOVEMENT**

The role of dedicated Auditors of Certifying bodies in making Quality movement, real success in early days is highly commendable. Auditors with their knowledge of Business Processes effectively used the tools – Opening and Closing meetings with Chief Executive and Management Team of Organisation and the interactions with Management Representative to drive the point of “EFFECTIVE RESOURCE MANAGEMENT “in the organization. Some of the Senior Auditors with skills of analysing Balance Sheets encouraged Management Teams to link Finance also thru Quality System to improve the Business Results.

With Finance and HR becoming part of Quality System, assessment of Human Capital skills and deployment of RIGHT PERSON for RIGHT JOB started gaining momentum.

Senior Auditors of the Certifying Bodies made major impact thru their regular Audits and made the Quality Movement to succeed at a faster pace.

## HUMAN CAPITAL – MOVEMENT for MIND SET CHANGE

As Quality Movement gained momentum, Managements realized importance of assessing Human Capital and the requirement of Training of individual personnel for the job requirements. Major change came in the form of renaming the PERSONNEL DEPARTMENT, handling routing legal related issues, to HUMAN RESOURCES DEPARTMENT with basic aim of HUMAN RESOURCE MANAGEMENT. Major activities assigned for HRM included:

1. Skills assessment of individual with reference to Role & Responsibilities of every position in the Organisation
2. Identifying Training needs to match the position in terms of Technical as well as Personality oriented in consultation with Management
3. Identifying set of Training Modules based on Organization goals and individual training needs
4. Mentoring sessions with individuals for adjusting to new requirements of the Organization with Quality System as prime mover
5. Set Targets for number of Man Days Training in a Year with Management approval.

And these parameters became HRD performance evaluation parameters.

The new Human Resources Management teams became prime movers for MIND SET change for the individuals and in turn Organizations to adjust with the rapidly changing business environment in all sectors.

Management teams with vision effectively with the help HRM achieved the MIND SET change concept in the Organizations.

## QUALITY IMPROVEMENT THRU INCREMENTAL CHANGES

Another important aspect of Quality System was to support incremental changes thru small projects with the help of famous DEMING, PDCA cycle. Any project success depends on this basic concept: PLAN – DO- CHECK-ACT



Majority of Organizations adopted this technique for improvements thru small projects, and then moved to implement bigger projects inside organizations to meet the changing environment and to deal with external and internal stakeholders.

## **INFORMATION TECHNOLOGY ROLE IN QUALITY SYSTEM**

Rapidly changing Information Technology helped the Resource Management for Organizations more effectively by reducing the paper work. IT enabled reporting formats based Quality Management System procedure made decision making quickly and optimize the resources of an organization.

Organizations learnt art of managing each process as a Project and optimize their resources in terms of Human as well as Finances.

Information Technology helped Organizations in compiling another important aspect of Quality System and from main stake holder "CUSTOMER FEEDBACK ". Today with applications available, Feedback collection and analysis has become much faster enabling course correction by Organizations.

Quality System along with Information Technology today made it much easier to optimize the end to end solutions and enabling effective resource management.

## **CONCLUSION**

Quality movement which started in mid 1990s big way, in last two decades evolved as an important part of any process of any sector in India. One major result of Quality system over the period is vast improvement is recognition of importance of Service. Quality System coupled with Information Technology resulted in helping end to end solutions to optimally manage the available resources.

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*Reference: 1. Author's experience as Management Representative of Quality System for 10 years along with responsibility as no.2 man of Organization*

*2. Intense discussions and sharing of information with Senior Auditors of certifying bodies in mid 1990's*

*3. Interactions at Quality Forums*

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