

PROBLEMS OF QUALITY CONTROL AND IMPLEMENTATION OF ISO 9000 AUDIT

Prof. dr. Salah-Eldien Omer
SAG CONSALTING
Zagreb, Croatia

Mr. sc. Minka Ćehić
Technical faculty Bihać,
Bihać, Bosnia and Herzegovina

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SUMMARY

The article will cover a certain experience of introducing ISO 9000 to the timber processing industry of D.I. Sanica, and special problems of six production units from processing problems to standard implementation and quality control. The specific situation in the organization of documentation flow from the input of the specific require for purchasing to all the phases of production and back. Most of the problems are human factor and the lack of will and knowledge to be controlled even by your self.

1. INTRODUCTION

The competition in timber processing industry is very big in Europe. Therefore every processing industry, which targets the European market should take care about the quality control and the certification ISO 9000.

Since the timber processing is started from the log yard where the sorting and the evaluation of the input of raw material, quality control started there. The forestry public company in B&H is organized basically based on the old Austrian-Hungarian forestry rules, which were implemented for long time in the previous country but since the changes where, every country started to organize its own economical and technical regulations.

Problems of timber industry started there, where the grades as well as the qualities are totally loose and not controlled to assure the declared qualities. From there all the quality, quantity and financial control is difficult to control or follow to define the real values, as well as the yield, which define the profit margins in the timber processing industry.

The following undefined area is the grading of the products in all phases. For this area Italian and German buyer dictate their own quality of purchased products mainly as they consider it is in their own interest. The graders who are mainly engaged by the buyers mainly dictate the quality of products, the grades specifications as well as the prices. As we know there are European market prices as well as grades defined by EN norms, for all qualities, specifications, and characteristics of products.

The certification of timber processing industry will define many things, which will be verified by the internal and external audit. First, the main role of the quality policy is to

communicate the company's commitments and aspirations with regard to quality, and to define principal objectives for the quality management system.

The quality policy provides a framework for establishing specific quality objectives, and provides direction for the continual improvement effort. Quality objectives define the direction and priorities for continual improvement.

The necessity of implementation of ISO 9000 and management quality control is a reality in which the B&H timber processing industry needs to assure the integration in the international market, as well as the integration in the working market.

D.I. Sanica decided to implement ISO 9000 for mainly three reasons. First, is upgrading the quality of processing and product quality, second is to establish a management system which will assure an efficient and quality work, and third is to achieve the certificate from a European institution for certification to open the market for more sales and revenue.

2. THE EXISTING PROBLEMS OF QUALITY CONTROL

Since the timber processing industry is an integrated process, where multi expert knowledge is needed, the main management team should be combined from different experts with different background knowledge. First, they need timber processing technologists with at least five years experience in the field meaning production. The second profile of the team should be with a machinery background and experience in the timber industry field. The third profile of the team should be with financial and accounting background, also with an experience in the timber industry. The reason for the multi experienced teams is the specificity of timber business and the different production phases where the raw material is upgraded from phase to another. At the same time each production phase offers a product for sale and assures income. For that specific reason the turnover of the working capital could assure a cash flow in each production phase.

To function in that level, the management qualifications from the top of the company to the level of foremen in the production should be obligatory suitable. The reason for that necessity is the need for procedural policies to be provided well and without any mistakes. The quality objectives which define the direction and priorities for continual improvement need theoretical and practical knowledge in the branch, which is the timber processing. The product quality objectives pertain to improvement of products and associated services, and they need certain level of knowledge and experience to implement all the agreed and approved elements.

The existing problems of quality control are mainly related to the human factors, whereas the understanding of the quality objectives depends on the basic knowledge, which the employees have, as well as the experience they also have in this process. One of the first problems we had in the quality control implementation is the resistance of the management team to the control process which started from the flow of the production order from the commercial department to the technical department, to the head of the production unit and back to the commercial department. The problem is the detection of execution efficiency of the job per phases. The ISO 9000 and the control team had the job of following all the documentation flow phase and of reporting about the level of execution of the order and the problems concerning that. The connection of the efficiency of the employees per phases and the achievement of the planned revenue are much tied. When employee, to some extent, resists the implementation of the system it effects the previous as well as the existence of the management process as well as the company.

One of the biggest problem is adaptation to the quality performance objectives which set specific, measurable targets for improving operational performance to ensure product

conformity and customer satisfaction. They apply to departments and functions having direct responsibility for achieve that require improvement. The problems are mainly concern the performance objectives established, document and monitored within the framework of management reviews of the quality system in accordance with the operational procedures.

3. IMPLEMENTATION OF ISO 9000:

The top management of D.I. Sanica is committed before two years to establish, document, implement and maintain a quality management system, and continually improve its effectiveness, in conformance with requirements of ISO 9000:2000 the International standard. Procedural policies which are accepted and approved by the mentioned standard and they are shortly as follows:

1. Quality system process, which is needed for the quality management system are identified in this quality manual and in associated procedures and work instructions.
2. Resources and information, where we defined the employee for the quality assurance manager who is first educated to be responsible for determining resource and information requirements necessary to support the operation and monitoring of quality system process and communicating these requirements to the top management.
3. Monitoring and measurements to perform the quality system process as to be systematically monitored or measured. This is to ensure their effectiveness and identify opportunities for improvement.
4. Conformance and continual improvement of the quality management system processes. The top management to identify any possible failures or breakdowns, as well as opportunities for improvement regularly reviews them.
5. Outsourced processes, when they affect product conformity are outsourced; special controls are implemented to ensure that these processes meet specified requirements.

The basic implementation process, which the management in D.I. Sanica organized with the cooperation of the expert team from Technical University in Bihac with two very experienced experts, specialized in the education and implementation process of ISO 9000. We established an internal team, which coordinates with our external team to implement the process in the most adequate way, which will satisfy the needs and the possibilities of our employees and workers. The process took longer period than which was planed because of two main reasons:

1. The specific processing production units which Sanica has.
2. The need of better education for the workers and fore workers in the factory.

4. THE EFFECT OF QUALITY AND QUANTITY CONTROL:

The implementation of ISO 9000, which confirmed the quality and quantity in D.I. Sanica, was very successfully organized using EN norm to define all the criteria for control. We insisted of the use of EN-norm beside BAS because our products are mostly exported. Our policy is to export at least 80% of products and to establish a good aggressive marketing policy to widen the markets. Our competition companies are very well equipped with modern machines and they employ highly qualified employees and experienced workers. Since we have not the opportunity to do the same, our space and power to develop is the improvement

of the production process and to educate our employees and workers to the level where they can assure quality production and very good yield with good products.

The effect of introducing better quality and quantity control through or during the implementation of ISO 9000 are noticed. We improved our production where the quality yields of raw material as well as the efficiency of production are obviously registered in all phases of production. The implementation of the input of raw and production materials affect the quality of our products. We have more requests for our products, less claims on the sales and more satisfied buyers.

The long term benefits from the implementation of a system of quality management are to reduce the expenses of the work in all production phases and to increase the yield of material and efficiency of work in the company. The organization of management quality control force the employees to upgrade their knowledge and to catch up with education needed to improve their efficiency in all levels.

The most benefit of quality and quantity control is the better performance in production. Since the input of raw material is logs which are natural material, we never sure for the yield per log concerning his internal quality. In this organized control the sorting of logs and storage enable the management of each production unit to organize the usage of raw material in the sense of yield to achieve better production which bring more income.

At the end the development of the company depend on the revenue it achieve and the accumulation of financial ability, which make it possible.

5. CONCLUSION:

Based on the above mentioned, hereby we can conclude the following:

1. The implementation of ISO 9000 in timber processing industry has its specific problems concerning the production phases.
2. The education and the level of experience in the company are very important and it could be a key of success of implementation.
3. The role of the management in the company is essential for the implementation process.
4. The standards with which the company is functioning and based its process are necessary to be introduced parallel to the EN-norm to satisfy the international market.
5. Concerning the implementation problems of ISO 9000 assure better revenue and development of the company.

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