Problems of Understanding and Applying Standards for Management Systems

¹BOLAT Aigul, *Cand. of Philol. Sci., Associate Professor, aygul.bolat@list.ru,*
²*ILYASOV Abylai, *master student, Leading Specialist, a.ilyasov@ksm.kz,*
¹NPJSC «Abylkas Saginov Karaganda Technical University», Kazakhstan, Karaganda, N. Nazarbayev Avenue, 56,
²KB RSE «KazStandart», Kazakhstan, Karaganda, Anzherskaya Street, 22/2,
*corresponding author.

Abstract. *The main objective of ISO International Standards 9000 series is to establish a unified, globally accepted approach to the contractual conditions for the evaluation of quality assurance systems and to regulate the relationship between the purchaser of products and its supplier on product quality assurance. In doing so, a strict focus on customer requirements must be ensured and end with the satisfaction of those requirements. ISO 9001 quality management system certificates are widely used in various fields of activity. The competitiveness and image of enterprises depend on the quality of their products. A systematic approach to quality management encourages organizations to analyze customer requirements, identify processes that contribute to obtaining products acceptable to consumers, and also maintain these processes in a manageable state. The quality management system can be the basis for continuous improvement in order to increase the likelihood of increasing the satisfaction of both consumers and other stakeholders. It gives confidence to the organization itself and consumers in its ability to deliver products that fully meet the requirements.*

Keywords: *quality management system, products, services, organization environment, processes, planning, risk, quality objectives, quality policy, management, organization.*

Introduction

We are used to letter combinations and phrases ISO, ISO standard and management system. Also, we are used to the fact that somewhere someone requires «ISO Certificates». And, many organizations, enterprises have these certificates, but…

We often hear the statements from managers and owners of enterprises: «Tell me, why do we need ISO?», or «We paid a certain amount of money for ISO, people came to us and made us ISO documents and issued a certificate».

One of the main areas of activity is management consulting, including the application of international standards in the practical activities of enterprises. It is common knowledge that representatives of various enterprises are asking for help to «get ISO Certified». To the question «Why the ISO certificate?» (of course, the correct question should be: «Why do you need a certificate for a management system…?») the main answer is: «To participate in the tender». After this question «When do I need a certificate?», the answer is "The tender will be next week or next month.

Certification procedures should be preceded by a period of system development, its evaluation, and the need to perform actions provided for by the standards. The second question of managers and representatives of enterprises is: «Can you develop documents for us?». Another question would be

appropriate here: «Can you start managing our company?». The process of developing a formal package of documents in a short time is impossible. There is a problem that there are a large number of «specialists» who willingly undertake such work – the development of a package of documents without the participation of the customer. It would not be so scary if there were not a huge number of management system certification bodies that are ready to sell certificates both wholesale and retail at minimal prices.

By the request of «ISO certification» on the Internet, the following suggestions:

• ISO 9001 certificates Aktobe WHOLESALE PRICE from 100 000 tenge/piece.

• ISO 9001, 14001, 18001 certificates from 120 000 tenge/piece.

• ISO 9001, ISO 14001, ST RK OHSAS 18001 certificates. Fast, high-quality, reliable.

• ISO 45001 certification (ST RK ISO 45001) 100 000 tenge/piece.

• ISO 9001 certificates Nur-Sultan wholesale price from 100 000 tenge/piece.

• Certification of management systems 70 000 tenge/piece WHOLESALE PRICE 60 000-120 000 tenge/piece.

It is very interesting, what is the wholesale price for management systems certificates? The process

of wholesale certification of a system (or systems) simply does not fit into one's head, because for a sane person who has an idea of both international standards and certification procedures, the concept of «wholesale price» in this matter is nonsense!

Any specialist related to this issue knows how complex the system audit process is, which involves preparation (including the development of plans, schedules, study of documents), visiting the enterprise, studying processes, analyzing documents on the spot, interviewing employees, writing reports, making recommendations. Even the smallest enterprise is in total (according to the most optimistic estimates) three to four days of work. Even if we assume that the company is located next to the certification body and there is no need to spend money on travel, accommodation, do without daily allowances and other expenses, it is doubtful that it is possible to meet the «wholesale certification» prices indicated above.

Unfortunately, nowadays there are problems of so-called «Grey certificates». For example, the owner of the company asks for help to get a certificate «for ecology» according to the ISO 14001 standard. The question arises whether he needs a certificate for a quality management system, to which we get the answer that he has a certificate for a quality system. In order not to do unnecessary work, we must familiarize ourselves with their existing system and then draw up a work plan. To do this, you need to visit the organization's office to conduct a preliminary introductory audit. Often the documentation contains copies of international or national standards ISO 9001 and ISO 19011. The question appears: «Where are the documents of the system, where are the policies, goals, guidelines, procedures, process descriptions?», to which we get the answer: «This is all I was given».

In conclusion, we are shown a certificate issued by a certification body.

The question is revealed how certification bodies undergo the accreditation procedure for the right to certify management systems in the National Accreditation Center of the Republic of Kazakhstan. Certification bodies are subject to annual inspection control.

There is therefore a risk that certificates issued in our national ST RK system [9] will not be recognized either domestically or internationally. For example, an enterprise is certified according to ISO 22000[10]. Explaining for those who are not familiar with this standard – these are requirements for food safety management system. After completing the development and implementation of the system, an enterprise is certified to a certification body. After a while the products of this enterprise interest the Chinese partners, having offered to organize deliveries in China, there will be a problem that the given «Grey certificate» will not pass technical requirements, production will not be delivered, accordingly the customer is lost, the income and reputation of the country is undermined.

Let us take the example of one of the country's leading manufacturing industries, Machine Building. Today, one of the strategic activities of enterprises is the implementation of the sustainable development concept. In this regard, enterprises are actively working to implement various management systems. Machine-building is the most important mechanism that ensures the sustainable functioning of other key sectors of the economy (construction, metallurgy, mining, defense industries, etc.). The Mechanical engineering is divided into several major groups as shown in Figure.

The introduction of a QMS is one of the strategic

Directions of mechanical engineering
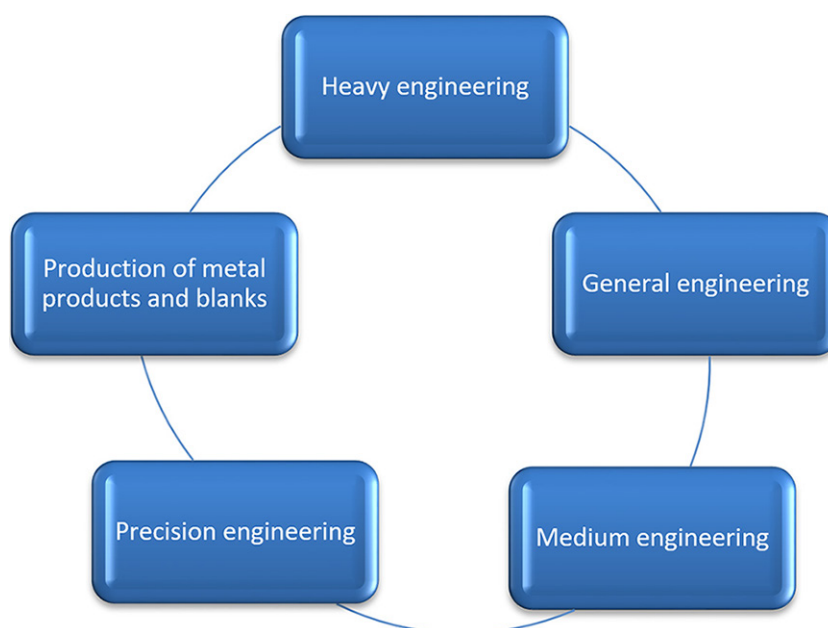
decisions that allows not only to improve results, but also to create a basis for initiatives focused on sustainable development. In this regard, enterprises implementing the QMS face the above-mentioned problems, starting from the implementation stage, ending with the issuance of a «grey certificate».

There is no global goal in society that everyone – both organizations and people – would strive for. Many programs are accepted, but many remain on paper. The certification of quality management systems could have contributed to the increase in productivity, if the confirmation of compliance had not become, first of all, a source of income for many involved in this, as we wrote earlier.

Besides, there is a golden rule in the audit process – the independence of auditors, which means that whoever provided consulting services for the development of the system should not check the functioning of this system. This rule is often violated and bypassed by the creation of affiliated organizations (consulting and certifying) operating in tandem. Often, the same subjects, both organizations and people, are engaged in training, consulting and certification.

The desire to obtain additional funds from the customer by any means is evidenced by the following fact: some certification bodies require repeated training of the company's personnel on the same topics, for example, on the content of standards.

When this is done voluntarily by the decision of the management of the organization, it is only encouraged. But there are situations when the certification body «revokes» the certificate of completion of training, since its validity period has expired. The validity periods of certificates must be specified in the certificates themselves or regulated by other documents with links to them.

The certificate of an expert auditor is issued for a certain period after which it is necessary to confirm your competence as an auditor, but even so, if the standard has not changed, re-training is not required. But for employees of an organization, an enterprise engaged in the production of products or the provision of services, this is not quite right. It is allowed that when a new version of the standard is adopted, training may be required, but this is not necessary. The requirement of standards for competence applies primarily to technology, processes and other aspects of production, for example, maintenance, procurement, etc. Knowledge of system management standards is a requirement for auditors, primarily external, that is, certification bodies. Even with regard to internal auditors, there is no requirement for special training in the standards. But even in this matter, certification bodies often require training.

In the audit there is the concept of «audit criteria», that is, what the auditor should be guided by in his practice. One of the criteria is the standards for management systems. Therefore, when formulating conclusions, inconsistencies, recommendations, the auditor is obliged to operate with the provisions of the standard, and not invent new requirements.

This also applies to documenting the performance of the system. It is strongly recommended that auditors register (keep records) on paper. Imagine an organisation's laboratory has state-of-the-art testing equipment, which is equipped with a computer with appropriate software that generates a protocol without human intervention. The head of the laboratory demonstrates how the test is conducted, shows the protocol, which in a few minutes is generated electronically by the software and then shows a hard copy journal into which the data from the computer is transferred manually by a laboratory technician. When asked why they do this, we get the answer that it is a requirement of the auditor to ensure the preservation of test results. There is a standard requirement to ensure the protection and preservation of documented information, but in this case the method is considered outdated and ineffective, with a very high probability of unintentional distortion of information.

The quality management system is a step that all our enterprises must take in order to be competitive and successful in Kazakhstan and the world markets, to increase their capitalization and influence in the world. Because the position of Kazakhstani corporations in the world market is closely intertwined with the strategic and tactical goals of the Government of the Republic of Kazakhstan. When implementing a quality management system, it is necessary to know the following aspects:

1. When putting the quality management system into operation, it is absolutely necessary to provide it with full control at the enterprise. For the verified work of the quality control service, it is paramount that there are specialists in the workplace who are not afraid to make decisions.

2. In order to achieve all the goals, the quality manager needs to fully know the production, who is doing what, imagine the true situation and react to it correctly, have the ability to set up employees for effective work. The quality manager's service should be subordinate to top management for faster decision-making.

3. Personnel training is the most important task, because without personnel, the implementation of a quality management system is simply impossible. The initiatives of employees in improving their qualifications and personal skills should be encouraged.

4. The company independently introduces the norms of the quality management system, in which it is necessary to have a real picture of production indicators, otherwise a situation may occur when you have a very high-quality product at too high a price. The whole system should be built taking into account the unacceptability of a strong bureaucracy, because it makes all levels of management heavier and creates delays.

5. Employees should understand that their goal is to produce high-quality goods. At this point,

everything is important – every positive change should be presented as a victory in the field of quality management. The manager should draw the staff's attention to the facts of improving the efficiency and quality of work, linking them with the QMS, then their attitude to the system will improve.

Conclusion

In this article, we have touched upon a small part of the problems associated with the practice of applying international standards for management systems in our country. To solve them, it is necessary to make significant changes to the conformity assessment system in the Republic of Kazakhstan. Digitalization of certification processes, which is currently being implemented, is aimed at switching

to more modern methods of work, but it is necessary to follow the logic of standards: to identify, evaluate and minimize new risks, including those associated with the so-called «human factor», which continues to be present.

Having caught a high level of quality, the company must adhere to and improve it, since a negative process can adversely affect the efficiency and prestige of the organization. Quality management is perfectly capable of coping with this task.

It is necessary that a balance be achieved in everything: in price, in quality, and in the safety of the goods. It will be right to immediately set the level of product quality and adhere to it so that the consumer has no doubts.

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Менеджмент жүйесінің стандарттарын түсіну және қолдану мәселелері

¹**БОЛАТ Айгуль Жумахановна,** филол.ғ.к., доцент, aygul.bolat@list.ru,

²*****ИЛЬЯСОВ Абылай Мейрамулы,** магистрант, жетекші маман, a.ilyasov@ksm.kz,

¹«Әбілқас Сағынов атындағы Қарағанды техникалық университеті» КеАҚ, Қазақстан, Қарағанды, Н. Назарбаев даңғылы, 56,

²«ҚазСтандарт» РМК ҚФ, Қазақстан, Қарағанды, Анжерская көшесі, 22/2,

*автор-корреспондент.

Аңдатпа. 9000 сериялы ИСО халықаралық стандарттарының басты мақсаты – сапаны қамтамасыз ету жүйелерін бағалау бойынша шарттық талаптарға бірыңғай, бүкіл әлемде танылған тәсілді белгілеу және өнімнің сапасын қамтамасыз ету мәселелері бойынша өнімді сатып алушы мен оны жеткізуші арасындағы қатынастарды регламенттеу. Бұл жағдайда тұтынушының талаптарына қатаң бағдар берілуі және олардың қанағаттандырылуы керек. ИСО 9001 сапа менеджменті жүйесінің сертификаттары әртүрлі қызмет салаларында кеңінен қолданылады. Кәсіпорындардың бәсекеге қабілеттілігі мен имиджі өндірілетін өнімнің сапасына байланысты. Сапа менеджментіне бағытталған жүйелі тәсіл тұтынушылардың талаптарын талдауға, олардың қолайлы өнім алуына ықпал ететін процестерді анықтауға, сондай-ақ осы процестерді басқарылатын күйде ұстауға итермелейді. Сапа менеджменті жүйесі тұтынушылардың да, басқа да мүдделі тараптардың да қанағаттанушылығын арттыру мүмкіндігін жақсарту мақсатында үнемі жетілдірудің негізі бола алады. Бұл ұйымның өзіне және тұтынушыларға талаптарға толық сәйкес келетін өнімді жеткізу қабілетіне сенімділік береді.

Кілт сөздер: сапа менеджменті жүйесі, өнім, қызмет, ұйым ортасы, процестер, жоспарлау, тәуекел, сапа мақсаттары, сапа саясаты, басшылық, ұйым.

Проблемы понимания и применения стандартов на системы менеджмента

¹БОЛАТ Айгуль Жумахановна, к.филол.н., доцент, aygul.bolat@list.ru,
²*ИЛЬЯСОВ Абылай Мейрамулы, магистрант, ведущий специалист, a.ilyasov@ksm.kz,
¹НАО «Карагандинский технический университет имени Абылкаса Сагинова», Казахстан, Караганда, пр. Н. Назарбаева, 56,
²КФ РГП «КазСтандарт», Казахстан, Караганда, ул. Анжерская, 22/2,
*автор-корреспондент.

Аннотация. Главная цель международных стандартов ИСО серии 9000 – установление единого, признанного во всем мире подхода к договорным условиям по оценке систем обеспечения качеством и регламентация отношений между покупателем продукции и ее поставщиком по вопросам обеспечения качества продукции. При этом должна обеспечиваться жесткая ориентация на требования потребителя и заканчиваться удовлетворением этих требований. Сертификаты на системы менеджмента качества ISO 9001 широко используются в различных сферах деятельности. Конкурентоспособность и имидж предприятий зависят от качества производимой продукции. Системный подход к менеджменту качества побуждает организации анализировать требования потребителей, определять процессы, способствующие получению продукции, приемлемой для потребителей, а также поддерживать эти процессы в управляемом состоянии. Система менеджмента качества может быть основой постоянного улучшения с целью увеличения вероятности повышения удовлетворенности, как потребителей, так и других заинтересованных сторон. Она дает уверенность самой организации и потребителям в ее способности поставлять продукцию, полностью соответствующую требованиям.

Ключевые слова: система менеджмента качества, продукция, услуги, среда организации, процессы, планирование, риск, цели в области качества, политика в области качества, руководство, организация.

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