MERIT

A CESO AND WUSC PROGRAM

Mongolia:
Enhancing Resource
Management through
Institutional Transformation

# 5- LEADERSHIP
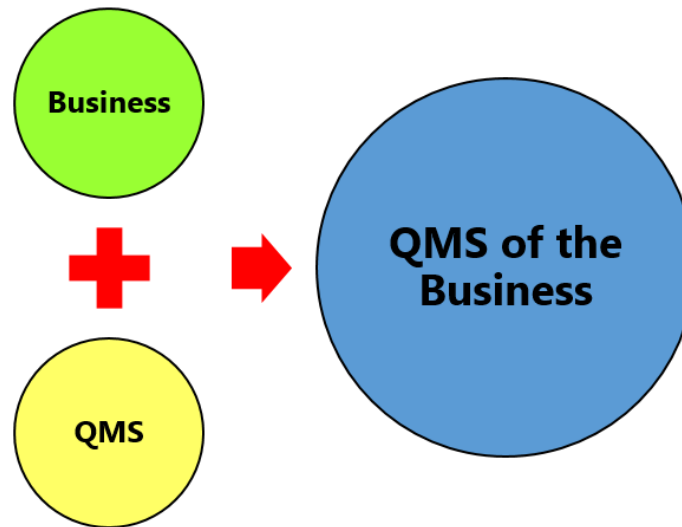## 5.1 Leadership & commitment

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# 5- LEADERSHIP
# 5.1 Leadership & commitment

➢ Accountability / Quality policy / Quality objectives

➢Integration

**TOP MANAGEMENT: Leadership, commitment and more actively engaged with the QMS**

➢Process approach (4.4) & risk-based thinking (6.1)

✓Internal audit by process (not department). Documented procedures by process and not by department –specific activities (not a requirement)

➢Resources available (7.1)

✓Personnel in place: process owners, internal auditors, QMS coordinators

➢Communicate (effective QMS & conforming) (7.4)

✓Employee meetings, intranet, newsletters.

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➢Achieves intended use

✓Review quality objectives, KPI, actions, management review (9.3).

➢Promoting Improvement

✓Provide time for internal audit, training, corrective action, problem solving, Six Sigma, kaizen, employee suggestion programs

➢Statutory and Regulatory requirements

➢Top management to understand the ISO 9001 standard.

➢Risks & opportunities

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➢Customer satisfaction (9.1.2) & Customer requirements (8.2)

✓Ensuring customer, statutory, regulatory requirements are considered when entering orders (service).

✓Considering customer issues when determining risks and opportunities.

✓Reviewing customer satisfaction information

✓Customer complaint (timely action, corrective action)

# EXAMPLE OF QUALITY POLICY IN PUBLIC SECTOR

To provide at all times:
Honest, Highly Professional, Efficient, Prompt and Quality Public Service.
We are committed to continually improve the effectiveness of our Quality Management System on our processes and program in compliance to all the requirements of ISO 9001:2015
All Aimag Officials and employees are totally committed to implement and comply with this policy without reservation to the best of their ability. In line with this policy, constant review of the objectives of the Aimag Government shall be conducted to ensure maintenance of established Quality Improvement Programs and be able to keep abreast with the new and ever-increasing demands and challenges in Public Service.

# Quality Policy

## Our commitment

Quality is one of our five core values: to create value for our communities and set high standards. As such, Pipeline and Civil Ltd is committed to identifying and fulfilling our clients' requirements to ensure their complete satisfaction with the service we provide.

## How we will achieve it

### Take Care

We will take care in our work to ensure that the finished product meets or exceeds client, legal and regulatory requirements.

### Be Proactive

We will train staff and ensure that people have the right competency to do their work to the required standard.

### Internal Standards

We will implement internal standards to streamline the customer experience and increase efficiency.

### Be Aware

We will be aware of best practice methodologies, exceptional products and the latest innovations to provide a quality finished product.

### Transparency

We will be transparent with our clients to ensure that issues are communicated and resolved as quickly and effectively as possible.

### Learn & Improve

We will learn from the lessons and experiences gained by ourselves and others, and set targets to keep improving our overall performance.

### Lead from the Top

People with responsibility will lead by example to ensure that the customer requirements are always delivered on our projects.

### Reward Success

We will identify and reward innovation and extraordinary performance to maintain a positive quality culture.

Policy Issued 1$^{st}$ April 2017

Policy Reviewed Annually

**Pipeline & Civil** LIMITED

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# EXAMPLES OF QUAILTY OBJECTIVES

**1. FINANCIAL:**

**Diversify and grow revenue streams**: Some organizations receive revenue from multiple sources or products and services. They set an objective to grow revenue in different areas to ensure that the organization is stable and not subject to risk associated with only one revenue stream.

**2-CUSTOMER FOCUS:**

**Best service**: This strategy indicates you want your customers to consider your organization easy to deal with.

**Understands my needs**: This objective also reflects a customer intimacy strategy. The customer feels like you understand their needs, so they choose AND APPRECIATE your organization's services because they are targeted for their specific problem or situation.

**Improve customer satisfaction.**

## 3. OPERATIONNAL EXCELLENCE:

**Reduce error rates**: This objective applies for organizations that have many repeatable processes. Sometimes this results in Six Sigma projects, and other times the result is just a focus on defining processes so that staff can adhere to these processes

## 4. IMPROVEMENT:

**Create a performance-focused culture**: This objective can be used if your organization is trying to change its culture to one that focuses more on performance management or incentives. This objective shows up a lot in government and nonprofit organizations.

# 5.2 Policy

➢ Documented. Communicated, understood.

✓ Establish, implement, maintain.

✓ Mission statement, vision, values can be used.

✓ Communication: employee orientation, posters, direct (e-mail), laminated card with employee badges, section of organization's website.

✓ Make the quality policy available to interested parties.

# 5.3 Organizational roles, responsibilities and authorities

➢Responsibilities and authorities for relevant roles area assigned, communicated, understood. EX: Job descriptions or procedures.

➢SPECIFIC RESPONSIBILITIES:

❖QMS conforms to requirements of ISO 9001

✓Assign a person responsibility for the overall QMS (could be different than quality department).

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❖Ensure processes are delivering intended outputs

✓Assign to all top management +  a coordinator


❖Reporting on the performance of the QMS

✓Opportunities for improvement (corrective action, continual improvement, breakthrough change, innovation, reorganization)

✓Management review.

❖Customer focus

✓Philosophy: customer comes first


❖Maintaining integrity of QMS when change are planned.

✓Planning of changes (6.3)

✓Management review (9.3)

# MANAGEMENT REVIEW (9.3)

➢ Top management to review QMS at planned interval

❖ Inputs: agenda well defined, ex: customer satisfaction, quality objectives, non-conformity, audits results, opportunities for improvement, adequacy of resources…12 points

❖ Outputs: Opportunities, need for changes, resource needs

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# MANAGEMENT REVIEW AGENDA (inputs)

| MANAGEMENT REVIEW INPUTS | EXAMPLES OF DATA AT Tuv |
|---|---|
| Follow-up actions from previous Management review | Minutes (List) |
| Customer feedback/ Feedback from interested parties | Survey results / customer complains / outputs from 9.1.2 customer satisfaction |
| Quality objectives | Output from 6.2 Quality objectives and planning |
| Service performance | Customer wait time On-time delivery |
| Status of corrective action | Number of Corrective actions closed, on-time, still open without action |
| Monitoring and measurements | Non-conformity |

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# MANAGEMENT REVIEW AGENDA (inputs)

| MANAGEMENT REVIEW INPUTS | EXAMPLES OF DATA |
|---|---|
| Results of audits | # / Departments / Trends of audit findings |
| External providers | Quality issues |
| Adequacy of resources | Review resources adequacy:<br>7.1.2 people<br>7.1.3 infrastructure<br>7.1.4 environment<br>7.2 competence of people<br>& training to gain competence |
| Actions to address risks and opportunities | Status of actions related to risks and opportunities identified in 6.1 |
| Opportunities for improvement | Opportunities not implemented |

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# MANAGEMENT REVIEW ACTIONS (OUTPUTS)

| MANAGEMENT REVIEW OUTPUTS | EXAMPLES OF ACTIONS AT Tuv |
|---|---|
| Opportunities for improvement | Corrective action (10.2) Continual improvement (10.3) |
| Changes needed to the QMS | Process change |
| Resources needed | People, infrastructure |
| Retained documented information as evidence of reviews | Meeting minutes (decisions taken, To do) Slides presentations |

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# QUESTIONS?