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Ukraine

Ukrainian journey to the European quality

*Now Ukraine is one of the most
successful East European countries in
the context of European Quality Award.*

*Alain de Dommartin,
General Secretary of EFQM*

On October 6, 1999, the historical event for Ukraine took place. The Brovary "Road-building department-50" (winner of the 4-th Ukrainian National Quality Award) for the first time in history of Commonwealth of Independent States become the Finalist of the most prestigious European Quality Award in nomination "Independent Small and Medium-sized Enterprises". Five Ukrainian enterprises took part in European Quality Award 2001. Four from them achieved the prominent results. Company "Sandora" – the winner of the 5-th Ukrainian National Quality Award, by tradition, became the second Ukrainian enterprise – the finalist of the European Quality Award in "Independent Small and Medium-sized Enterprises" category. Today Ukraine is still only state in CIS, and also in all post-soviet field, which has become the finalist of the European Quality Award. Also in 2001 three companies were recognised by EFQM for achievements: Intersplav (aluminium allows producer), State International Airport Boryspil and Farmak (pharmaceutical company). It is noteworthy that, apart from Ukraine, only two East European countries managed to achieve such success: Hungary and Slovenia.

Conception of quality movement and its leaders

The conception of public movement for quality in Ukraine connected with foundation of Ukrainian Association for Quality in Ukraine in 1989. UAQ is Ukrainian non-governmental professional public union and it is the first national public organization in the field of quality on former Soviet Union territory. As distinct from any other public organizations that time, UAQ was created not for above direction; specialists from quality were its founders for own initiative.

The main goal of UAQ is forming of the public opinion and policy in quality field; exposure of perspective Ukraine enterprises and rendering to them the comprehensive help on forming of the positive image and competitiveness raising, generalization and distribution of the best world and home practice of business transaction, raising the business perfection, quality improvement. The basic factors that provided creation and successful development of UAQ is:

- the group of specialists of Institute of Cybernetics and some other organizations were realized exceptional importance of quality idea for the competitiveness of home enterprises and improvement of compatriots life;
- presence of developed scientific base in the field of the system quality management, which formed by the end of the 80-th at the cybernetics Institute of Academy of sciences of Ukraine and necessity of changes of attitude to quality problems from the scientific and technical society.

Exactly these factors together with maintenance of progressive state and public persons, learned, methods of public information contributed to development of wide public movement for quality and perfection in Ukraine. Today we confidently can say that during of its

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existence, UAQ has achieved considerable positive progress regarding to perception of quality problems by society and also concrete results in increasing of business perfection and competitiveness of domestic enterprises. Such success was possible only by closely collaboration practically with all influential international organizations in quality (tabl. 1) and with state and public organizations of Ukraine, first of all with Ukrainian League of Industrialists and Entrepreneurs (tabl. 2). We cannot say that philosophy of quality reached in to awareness of most Ukrainian citizenry by now, but changes, which were achieved, created the basis of for the positive economical tendency in Ukraine. To the present time it is become especially actual in connection with world globalisation and enter of Ukraine into World Trade Organization (WTO).

Òabl. 1

- Full member of the European Organisation for Quality (EOQ) from Ukraine since 1996
 - Member of the European Foundation for Quality Management (EFQM) since 2000 (The head organisation of UAQ – Interbranch Quality Centre “PRIROST” – EFQM member since 1997)
 - Member of the World Quality Council since 1997
 - Co-founder of the International Quality Association “SovAsK” (CIS) since 1992
 - Basic organisation of the International Guild of Quality Professionals since 2000
- Cooperate with:
- Russian Academy of Quality Problems (since 1994)
 - Russian Maritime Register of Shipping (since 1996)
 - National Quality Organisations from many European countries.

Òabl.2

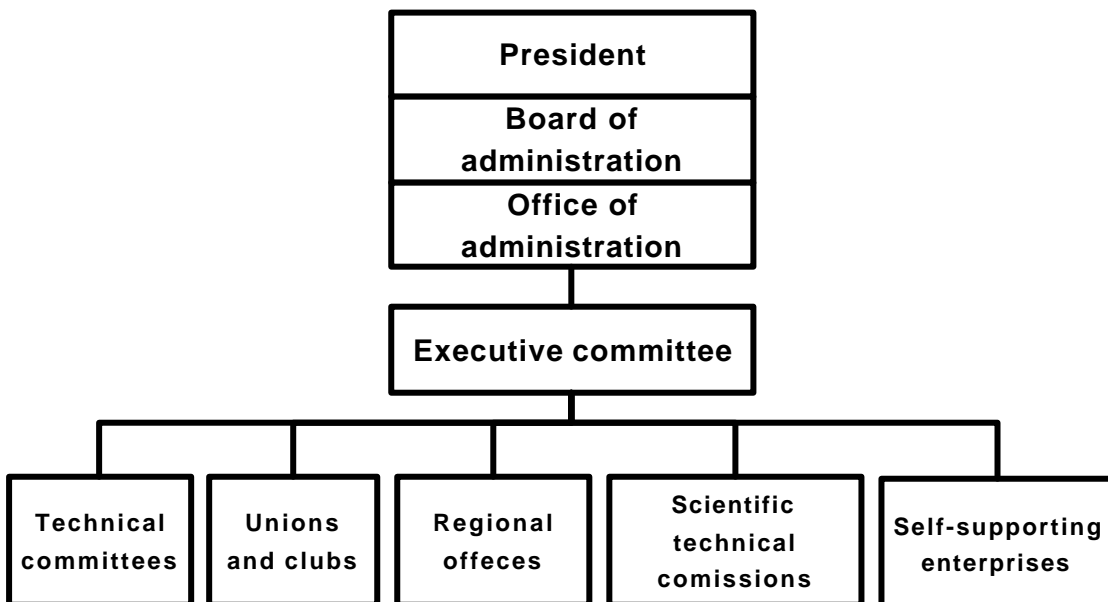
- Was included in the National Board for Quality of Ukraine President (the Board was liquidated in 2000)
 - Presented in the Cabinet of Ministers of Ukraine
 - Presented in the State Committee of Standardization, Metrology and Certification of Ukraine
 - Presented in the State Committee of Ukraine for Regulatory Policy and Entrepreneurship
 - Basic organisation in quality questions of the Ukrainian League of Industrialists and Entrepreneurs
 - Collective member of the Public Forum of Ukraine
 - Co-founder of the Union «New Ukraine»
- Cooperate with:
- Ministries and Departments
 - Public Unions
 - Enterprises and Organisations

Ukrainian Association for Quality: structure and professional positions

Ukrainian Association for Quality (UAQ) is leading force to introduce new quality philosophy in Ukraine. Its activity is important to increase competitiveness of Ukrainian economy and to harmonise it with European one. UAQ is active member of EOQ and successfully realises EOQ's projects in Ukraine. We thank all of you who support UAQ in its actions.

*(Bertrand Jouslin de Noray,
General Secretary of European Organisation for
Quality)*

Nowadays UAQ joins the collectives of nearly 450 leading enterprises of Ukraine and also more than 1000 production managers, scientists and professionals in the field of quality from different countries of the world. It consists of regional departments, branch technical committees, unions, clubs, scientific-research organizations. Top management bodies of UAQ are Conference, Executive Committee, and Board. The highest managerial position is the President, elected on the period of 5 years. The executive body is the executive committee with the Director. The general structure of UAQ is shown on the scheme 1.



Regional departments of UAQ operate in Autonomous Republic of Crimea and in the majority of Ukrainian regions: Kiivska, Dnipropetrovska, Vinnitska, Kirovogradska, Mikolaivska, Odesska, Kharkivska and others. The technical committees of UAQ operate in different directions: environment, human's health, metallurgy, modern material history, device construction, foundry industry, aviation industry, vessel industry, vessel building and vessel repair, projection, information technologies, computers, telecommunications, safety of difficult systems, ext. Among the unions and clubs of UAQ the most effective are the Union or Research Centers of Ukraine and the Club of quality leaders of Ukraine.

The union of research centers of Ukraine was found in 1992 with the aim of joining and coordinating of specialists and materiel-technical basis of research laboratories and centers, for increasing the quality and effectiveness of their work. Nowadays the Union joins organizations of different branches and regions of Ukraine. By initiative and participation of the Union three conferences of Research centers of Ukraine were organized and held, during which the ways of development and improvement in this area were worked over.

The Quality Leaders Club of Ukraine was found in 1998 as the elite club of winners-enterprises, winners and finalists of Ukrainian national Award for Quality. Nowadays nearly 50 best enterprises of Ukraine are members of the Club. The main goal of the Club is to join and coordinate the efforts of its members in development and improvement of TQM

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approaches in interests of definite enterprises and Ukraine in the whole. The Top Managerial Body of the Club is its Board that consists of top managers of enterprises-members of the Club. The meetings of the Club are held consecutively on the best enterprises-members of the Club once a quarter. Members of Board have already got acquainted with the experience of OJSC «Institute of oil transportation», OJSC «Farmak» and CJSC «Obolon» (Kiiv), SIÀ «Boryspil» (Kiev region), JV «Intersplav» (Lugansk region), "Slavutich" (Zaporogie), CJSC "Kondfil" (Khmelnitski), LLC "Sandora" (Mikolaiv), OJSC "Svitoch" (Lviv) and others.

The professional structures play very important role in the UAQ activity, they directly realize the policy of the Association and practically promote increasing of improvement and competitiveness of national enterprises. First of all, this is the Interbranch Center for Quality "PRIROST" (the main organization of UAQ), that was found in 1991 on the basis of Cybernetic Institute NASU as a professional science-technical organization for quality. PRIROST is registered in the National Academy of Science of Ukraine. It was the first to obtain the status of general member of EFQM. It is also recognized as a chief organization in the questions of quality and certification by State Enterprises of Ukraine.

The main directions of activity of PRIROST are: spreading methodical materials and holding science-technical meetings that include questions of quality and business perfection, teaching managers and specialists in the field of quality, evaluation of normative documents connected with the questions of quality and certification; certification of quality systems, methodical provision of quality competitions, ext. PRIROST provides enterprises and organizations of Ukraine with a wide range of a highly professional services, that are necessary for improvement and providing continuous competitiveness. It cooperates with a number of professional organizations of Ukraine and abroad in the field of quality, has agreements for the mutual activity with dozens of organs of goods and services certification, with Chambers of Commerce and Ministries of Ukraine.

On the basis of "PRIROST" such centers are made and are functioned successfully: center of personal training in the field of quality, certification body of quality systems "PRIROST"; expert-methodical center that provides organization-methodical support of Ukrainian Award for Quality; a number of other specialized scientific-technical centers.

Specialists from "PRIROST" and its subsidiaries are the leading specialists in the field of quality, managers and auditors EOQ, experts EFQM, that have attended training in the professional organizations of Ukraine, Russia, Germany, England, Belgium, Switzerland. Among their clients are well-known Ukrainian firms, such as: "Obolon", "Slavutych", "Farmak", "Lakma", "Sandora", "Kondfil", "Progress" (Gitomir region), "Svemon", "Road building department-50" (Kiiv region), airport "Boryspil" and a lot of others.

Center of Personal Training "PRIROST" – is the only national educational organization, that provides professional training of specialists according to the European scheme of quality personal certification, that is recognised in the countries of Europe and of the world. For the first time in Ukraine the provision of quality personal training in the national training center with obtaining of the European professional qualification. That became real owing to the fact that the representative of PRIROST presents Ukraine in the ETAG, European Organization for Quality (EOQ). As an educational center in the field of quality Center of Personal Training "PRIROST" process the licence of Ministry of Education and Science of Ukraine.

Certification Body of Quality Systems of "PRIROST" – is the only organization that can provide at once some certificates after one audit, that are recognised in the developed countries of Europe and of the world. That became real owing to the fact that the competence and independence of PRIROST was confirmed at once in three accreditation systems of Ukraine and abroad.

Center of quality systems "PRIROST-System" was allocated in 1995 as a subsidiary company from the Interbranch Center for Quality "PRIROST" provides Ukrainian enterprises with the highly qualified consulting services in the improvement of quality systems on the basis of International standards ISO 9000 of the 2000 year version, and on the basis of the TQM and EFQM principles. The main scientific-methodical basis of "PRIROST-System" – is the result of fundamental research, that are accumulated in the Cybernetic Institute NASU for the last 25 years and are awarded by the Honorable Diploma of EOQ and International prizes, and also the technologies of leading consulting firm in quality management "SOCOTEC INDUSTRIE" (Germany).

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Spreading of concepts, knowledge and achievements in quality field

UAQ makes an effort to develop its activities in many directions (see table 3) striving for widest promotion of Ukrainian enterprises and organizations in improvement of their excellence and competitiveness. Main UAQ projects are presented in the table 4, the most prestige of them are described below.

Òabl.3

- Promotion of foremost methods of quality concept
- Informational support of enterprises in queries, connected with solving problems of quality and business perfection
- Edition and distribution of scientific-technical and methodical literature on quality questions
- Preparation and attestation of quality specialists
- Participation in legislation processes on quality questions, standardization and responsibility confirmations
- Organization of enterprises quality systems perfection
- Organization of enterprises quality systems certification
- Organization and holding of scientific and technical arrangements in the field of quality (congresses, forums, conferences, seminars, briefings, ext.)
- Organization and holding of competitions for quality

Òabl.4

- International Forum "Quality Days in Kiev" since 1992
- Ukrainian National Quality Award since 1996
- All-Ukrainian Quality Congress since 1999
- Conference of the Test Centers of Ukraine since 1996
- International Seminar "Quality and Excellence in 21st century" since 1999
- International Project «Stars of Quality» (International Conference of Quality Professionals, International Conference of Quality Winners, others) since 2000
- International Super-Project «Baton of Quality 2001»
- Ukrainian Scientific Conference «Problems of Quality Management».
- International Conference «Quality Systems and Modern Methods of Quality Management»
- Ukrainian-Germany Project «UNIKUM» since 1999
- Forming of Ukrainian delegations on the EOQ Congress, EFQM Forum, World Congress of Total Quality Management since 1997

All Ukrainian Conference on Quality. It was conducted firstly in June 1999 in Kiev by the initiative of UAQ with the motto "Ukraine in XXI century: by quality to the best life". 428 delegates represented almost all industrial scopes and regions of Ukraine. Also guests from Russia, Germany, France, Denmark, Greece took part in the Conference's work. Delegates of the Conference discussed in detail such important aspects of quality problems as forming National Quality Policy; creating mechanisms and conditions for quality improvement; improvement national system of standardization, certification and accreditation; organizing customer and environment protection from dangerous and poor-quality products; organizing innovations, information and training on quality. The Conference's resolutions with the evaluation of situation and suggestions on its improvement were adopted on the results of discussions.

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Second All Ukrainian Conference on Quality was held 15-16 May 2001 with the motto "Quality – national idea of Ukraine in XXI century". 456 delegates participated in the Conference's work; they represented state authorities, all Ukrainian public unions, enterprises and organizations from all regions of Ukraine as well as guests from Russia, Germany, Great Britain, Italy and USA. Delegates of the Conference pointed to the positive changes in society concerning perception of quality improvement as key factor for domestic economy development and improvement of life quality for Ukrainian citizens. The activities on reforming Ukrainian system of standardization, certification and accreditation were evaluated positively. Significant development of public movement for quality and excellence in Ukraine as well as its important role in establishing of professional public organizations that acting together with state authorities was pointed. The considerable achievements of the leaders of Ukrainian industry, which are now good role models, were noticed as well. At the same time, existing problems in quality field were analyzed and ways for solution of these problems were drafted. There were adopted the petitions to President of Ukraine, Supreme Council, Ukrainian government with requests to take into consideration the Conference's resolutions while forming the policy, directions and programs of social and economical development of Ukraine as well as to give proper instructions for central and regional state executive bodies to use these resolutions.

European Quality Week in Ukraine. It has been held annually since 1995 in the frame of corresponding European project by the initiative of UAQ supported by Ukrainian government, public and state organizations. The main goal of Quality Week is to call attention of supervisory bodies and scientific and technical society to quality. During 5 years events of European Quality Week in Ukraine have been evaluated positively by EOQ and EFQM; on results of 1998 Ukraine was distinguished as one of 6 countries where Quality Week was held most successfully and experience of which was recommended for spreading in Europe.

International Forum "QUALITY DAYS IN KIEV". Forum is the central event of European Quality Week in Ukraine. It is devoted to World Quality Day. During latest 10 years Forum is the most prestige scientific and technical event on quality in Ukraine, it gathers 500 - 800 participants. By tradition Forum's program includes solemn ceremony of rewarding winners of Ukrainian National Quality Award, open session of the Club of Quality Leaders of Ukraine at the best Ukrainian enterprises to study the best practice of quality improvement and rising business excellence à industry and service. Also exhibitions of best products, symposiums, scientific conferences and seminars on leading quality practice, press conferences, open events of UAQ subdivisions are carrying out in the frame of Forum. The ways of further improvement of competitiveness of Ukrainian enterprises as well as rising of life quality in Ukraine are defined. 5-9 November 2001 was held jubilee 10th International Forum "Quality Days In Kiev" in the capital of Ukraine.

Scientific and technical editions. In latest years a large number of scientific-technical as well as methodical editions on actual quality problems were designed, published and distributed. The mains of them are listed in the table 5.

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| <ul style="list-style-type: none">• Annual albums "The Best Ukrainian Enterprises" (as a result of Ukrainian national quality competition) since 1997• Annual materials of international projects " Quality Days in Kiev" since 1997, "Constellations of Quality" since 2000, ext.• Materials of Ukrainian Quality Congress since 1999• Brochures and lectures with ISO 9000 (also including standards of 2000 version) since 1994• Brochures and lectures on philosophy of General quality management (TQM) and European perfection model (also including model of 2000 version) since 1997• Brochures and lectures on quality systems certification questions, holding of internal audit, ext. since 1995• Reviews of foremost foreign and native experience in management sphere of quality management since 1994 |
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Professional personnel training on quality

Educational activity of Ukrainian Association for Quality (UAQ) is directed to training of personnel able to solve different problems of product/services quality assurance and improvement, to organize modern competitive manufacturing, to create, implement and improve quality management systems. Students are trained by the specialties "Quality Manager" and "Quality Auditor".

Module approach is used in training process. Each training module is dedicated to the specific topic and is stated during one week. Course on the specialty "Quality Manager" consists from four modules: "Quality management systems and internal audits", "Implementation of quality management systems", "Quality management tools", "Total quality management in an enterprise". Course on the specialty "Quality Auditor" includes training by the module "External quality system audit" if the candidate has the Quality Manager certificate and practical experience of audits.

In personnel training program UAQ considers requirements of European Harmonized Scheme of Personnel Registration and Certification on Quality developed by European Organisation for Quality on the instruction of EC. Training materials and technologies provided by German Association for Quality (DGQ) to UAQ as well as UAQ experience on personnel training is used in training process. Training is carrying out by experts, who are qualified as "Quality Manager" and "Quality Auditor" by EOQ and DGQ certificates; they also are trained by DGQ by the "Quality Instructor". Methodical tools of moderation, meta plan, group work with presentation of results were mastered with the help of DGQ lecturers. Besides studying of theoretical materials and participation in business games trainees execute practical tasks at their work places, prepare course projects, and pass the examinations and assessments.

Technology of improvement and rising of enterprises' competitiveness

For many years EFQM and UAQ have been cooperating closely in the field of Quality Awards. We hope, UAQ will continue its excellent work on developing National Quality Award for further improvement of Ukrainian economy and increasing of Ukrainian image in Europe.

*(Alain de Dommartin,
General Secretary of European
Foundation for Quality Management)*

The competitions for national and regional quality awards are one of the most effective means for stimulating enterprises to search and implement modern methods for quality management, improvement of excellence and competitiveness. As is well known, unlike other awards, national quality awards are based on the comparison of enterprises – candidates with the model of excellent enterprise. Such awards and competitions also give a possibility to assess quantitatively candidates and to find the best ones that can be the role models.

National Quality Award was established in Ukraine in 1996 by the initiative of Ukrainian Association for Quality (UAQ) and Ukrainian League of Industrialist and Entrepreneurs (ULIE) with the support of EOQ and EFQM. Ukrainian Quality Award based on EFQM Model is included in the register "National Quality Awards of European Countries". The Central Award Commission takes the main decisions on carrying out Ukrainian National Quality Award including those concerning winners' determination (CAC); CAC includes representatives of central executive authorities, all Ukrainian public unions, and mass media. President of ULIE is the head of CAC, president of UAQ is the second head of CAC. Special trained assessors united into Expert Coordination Center by CAC do the expertise and assessment of the candidates for National Quality Award. In 6th National Award the enterprises-candidates were assessed by more than 100 assessors; four of them are the EFQM assessors with five-year experience of assessment for European Award. The procedure of enterprises' assessment is

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developed in the way to guarantee objectivity and impartiality of final results and as well as to exclude a possibility to interference of anybody including CAC heads. It is pleasure to notice that assessment results in Ukraine always are almost identical with European ones.

The possibility to master the most modern tools of successful business practice in the saturated market conditions as well as to discover the best domestic enterprises – role models is one of the most important and special reasons of effectiveness of Ukrainian Quality Award.

It has to be mentioned, both the popularity of the Award and number of enterprises – participants are growing each year (see Diagram 3,4). But the sufficient rising of enterprises' excellence from year to year (see Diagram 5) is the main general characteristic of National Award's effectiveness; this reason lets best Ukrainian enterprises to participate and to win in the most prestige European Quality Award (see Diagram 6).

All above-mentioned testifies that Quality Award is very effective stimulus for Ukrainian enterprises for improvement; and at the same it is the unique possibility to master modern tools and methods for rising of their competitiveness on domestic and world market. It is enough to say that winners of Ukrainian Quality Award working in the same difficult economic and social conditions as other domestic enterprises reach sufficient success and look confidently into the future.

All of them systematically pay salary, that much exceeds average one in Ukraine, in time pay taxes to the state budget and successfully compete with foreign companies not only in domestic market but in other markets as well. Enterprises – winners of different Ukrainian Quality Awards are listed in the table 6.

Tabl. 6

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| <ul style="list-style-type: none">• Conclusion 1. The best Ukrainian enterprises even in complicated economic conditions successfully function and develop.
<p style="margin-left: 40px;">During the last years they increase the volumes of production realization, in the same time with those on export, increase pay-envelope to the staff and count the considerable funds into the state budget</p>• Conclusion 2. The Leaders of foremost enterprises actively use TQM principles (general quality management)• Conclusion 3. The Competitions are very effective method of purposeful spreading of foremost experience of firms improvement, mastering by enterprises of contemporary approaches of business management, quality management, guaranteeing of competitiveness• Conclusion 4. The Competitions are very effective stimulant method for leaders and enterprises collectives in struggle for improvement of production and services quality, in possessing the contemporary management methods• Conclusion 5. In Ukraine the infrastructure and technology of National Quality Competition, which are correspondent with the European level, are created |
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International experience for the benefit of Ukrainian enterprises

Participation in the International scientific and technical measures gives the opportunity to get the new information on quality management systems, exchange of information and views, mutually beneficial contact. Therefore Ukrainian Association for Quality focuses its attention on support of relations with organizers of such measures and forming of Ukrainian delegations for participation in their work. During last years the Ukrainian delegations took part in number of prestigious international events: the 10-th World Congress on Quality Management (Mumbai, India, 2000); 6-th World Congress on Total Quality Management (Sent-Petersburg, Russia, 2001); Congresses of EOQ (annually since 1996); Forum of EFQM (annually since 1998) and others. Since 1999 the Ukrainian specialists made presentations on actual problems of quality management in different International Congresses and Forums.

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The Ukrainian representative has been included in the International Board of 6-th World Congress on Total Quality Management. On the 6-th World Congress on Total Quality Management took part Ukrainian delegation which included 52 quality specialists and leaders.

The Ukrainian-Germany project "UNICUM" (the program "Transform"), that was conducted during 2000-2001 has promoted introduction and spreading of best international experience. In the frame of this project were prepared 12 DGQ quality teachers, 25 quality managers and 18 quality auditors that got the EOQ certificates. Four Ukrainian companies, which have been selected on the competition base, were supported by methodical and practical assistance on improvement of quality management systems according to standard ISO 9000:2000. These four companies are OJSC "Farmak", CJSC "Lakma", "Road building department – 50" and CJSC "Tekhnomet". Specialists rendered the consultation services for these companies from Germany Company "SOCOTEC INDUSTRIE" in common with specialists from Quality Systems Center "PRIROST-Systema". The quality systems of such companies as "Farmak", "Lakma" and "Tekhnomet" already achieved the certification in Ukrainian and international certification systems. The certification of the quality system of the company "Road building department–50" is scheduled on May 2002.

New perspective directions of activity

In common with authoritative international organisations the Ukrainian Association for Quality start a number of new perspective projects for development of domestic industry and economics on the base of quality improvement of Ukrainian organisations.

In the 2001 on the base of Ukrainian Association for Quality (the full EOQ member from Ukraine) was founded the Personnel Certification Body, which now intend to get EOQ accreditation. After accreditation the Personnel Certification Body will hand the EOQ certificate "Quality Manager" and "Quality Auditor" to the Ukrainian specialists.

Taking into account the positive results of the project "UNICUM" the Germany Company made a decision to continue this project. During the 2002 the Ukrainian Association for Quality will be supported for certification in EOQ of the group of managers and auditors on environment quality management according to the standard ISO 14000.

In common with Stockholm Economics School the Ukrainian Association for Quality and the Interbranch Quality Centre "PRIROST" start in Ukraine a number of pilot projects on Research a Customer Satisfaction Index.

Taking into account the achievements of Ukrainian Association for Quality in development of quality movement in Ukraine, the UN Economic Commission for Europe supported the initiative of UAQ on propagation of the best practice among European countries. There are planned to found on the base of UAQ the European Centre for support of public quality movement under the aegis of UN Economic Commission for Europe.

Resume

For great achievements in quality public movement, increasing of domestic enterprises product competitiveness, forming of positive international image of Ukraine in quality sphere.

*(Diploma of Honor of Ukraine
Cabinet of Ministers
13 December 2000 ¹ 1827)*

For the 10 years the Ukrainian Association for Quality and its head organisation Interbranch Quality Centre achieved the international recognition and become prestigious and influential public organisation of Ukraine. The activity of UAQ answers to the world requirements, which concerned to the National quality organisations.

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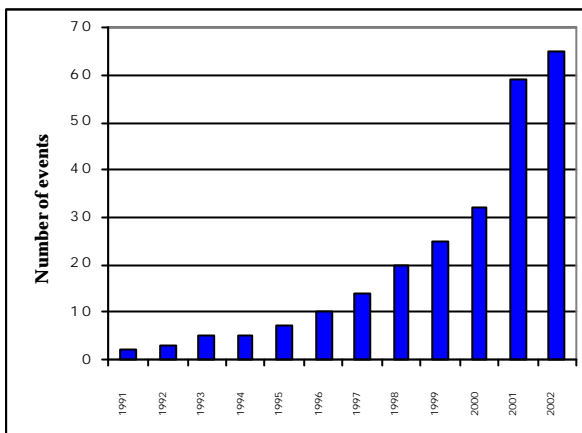


Diagram 1

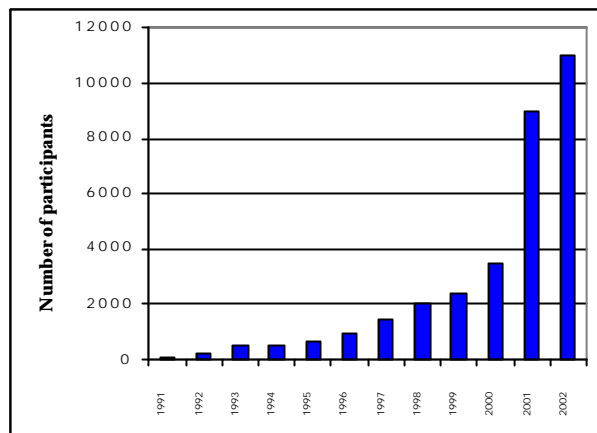


Diagram 2

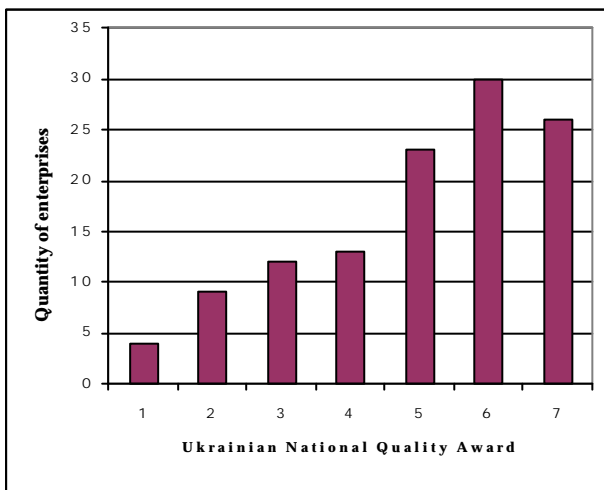


Diagram 3

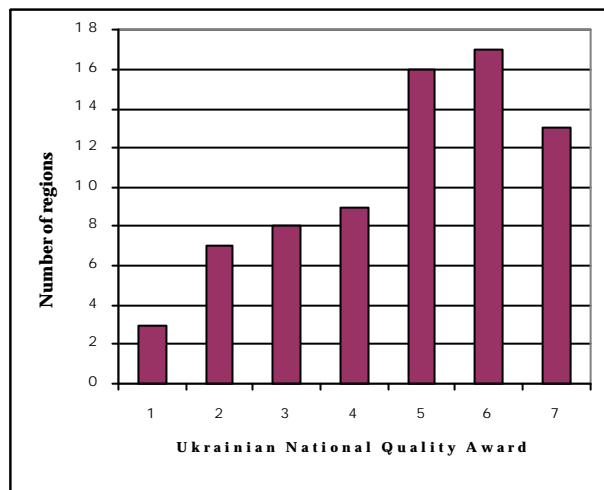


Diagram 4

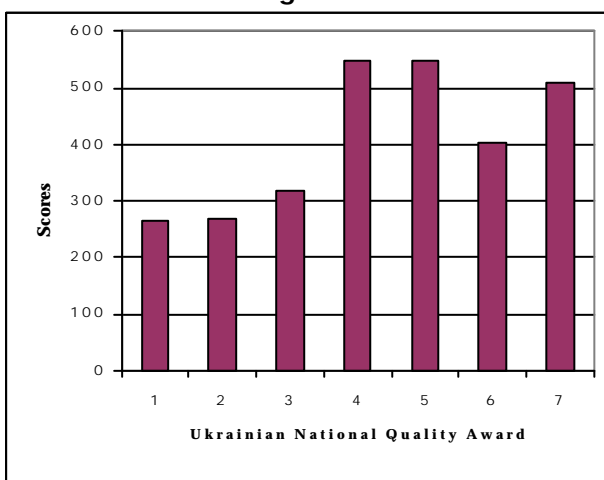


Diagram 5

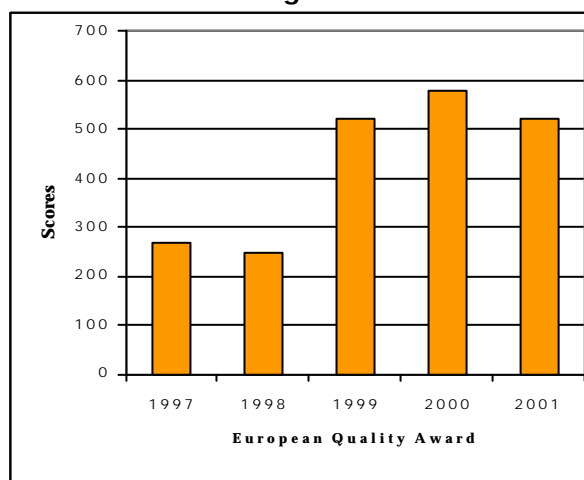


Diagram 6