

SYSTEMATIC PLANNING IS A BASIC REQUIREMENT FOR EFFECTIVE QUALITY MANAGEMENT IN MEAT INDUSTRY

Elenica Sofijanov¹, Aco Kuzelov², Darko Andronikov³

Abstract: Systematic planning, or human resource planning, is a basic requirement for effective quality management in all organizations of meat industry. For quality planning to be effective, however, it must be part of a continuous review process which has as its objective zero errors or defectives, though a strategy of never-ending improvement. Before an appropriate total quality management system can be developed, it is necessary to carry out a preliminary analysis to ensure that a quality organization structure exists, that the resources required will be made available, and that the various assignments will be carried out. In quality planning in meat industry, it is always necessary to review existing programs within the organization functional areas and these may be compared with the results of the preliminary analysis to appraise the strengths and weaknesses in quality throughout the business or operation. Having done this, the required systems and programs may be defined in terms of details operating plans, procedures and techniques.

Key words: Systematic planning, effective quality management, quality organization structure, details operating plans

Introduction

Human resource planning is a process of determining the human resource needs of an organization and ensuring that the organization has the right number of qualified people in right jobs at the right time.⁴ Organizational objectives and the strategies for achieving those objectives are meaningful only when people with the appropriate talents, skills and desire are available to carry out those strategies. HRP involves applying the basic planning process to the human resource needs of the organization. To be effective, any human resource plan must be derived from the long-term and operational plans of the organization. HRP consists of four steps:

1. Determining the impact of the organization's objectives on specific organizational units
2. Defining the skills, expertise, and total number of employees
3. Determining the additional human resource requirements in light of the organization's current human resources

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⁴ C.F Russ, Jr. „Manpower planning Systems:Part 1, Perssonel Journal, January 1982, p 41

4. Developing action plans to meet the anticipated human resource needs¹

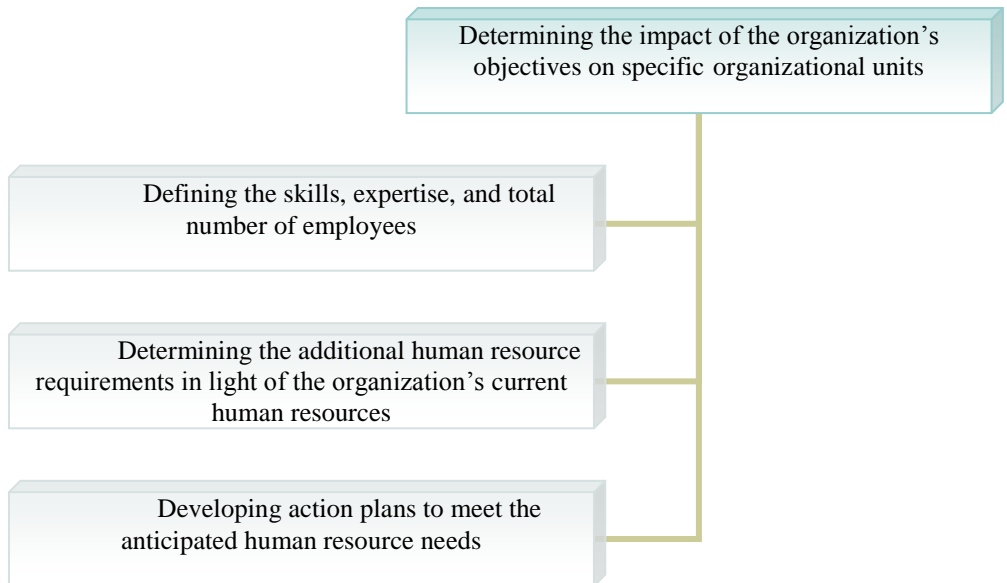


Figure 1. Steps in the Human Resource Planning Process
Source: Redrawn from Anthony P. Raia, *Managing by Objectives* (Glenview, IL:Scott Foreman and Company. 1974, p.30

A quality plan

A quality plan is a document which is specific to each products, activity or service (or group) that sets necessary quality-related activities. Plan should include references to any:

- Purchases material specifications,
- Quality control procedures,
- Product formulation or service type,
- Process control,
- Sampling and inspection procedures,
- Packaging specifications,

¹ Adapted from D. L Chicci, (1979), Four steps to an Organization/Human Resource Plan, *Perssonel Journal*, June 1979, pp 290 - 92

- Miscellaneous, relevant procedure

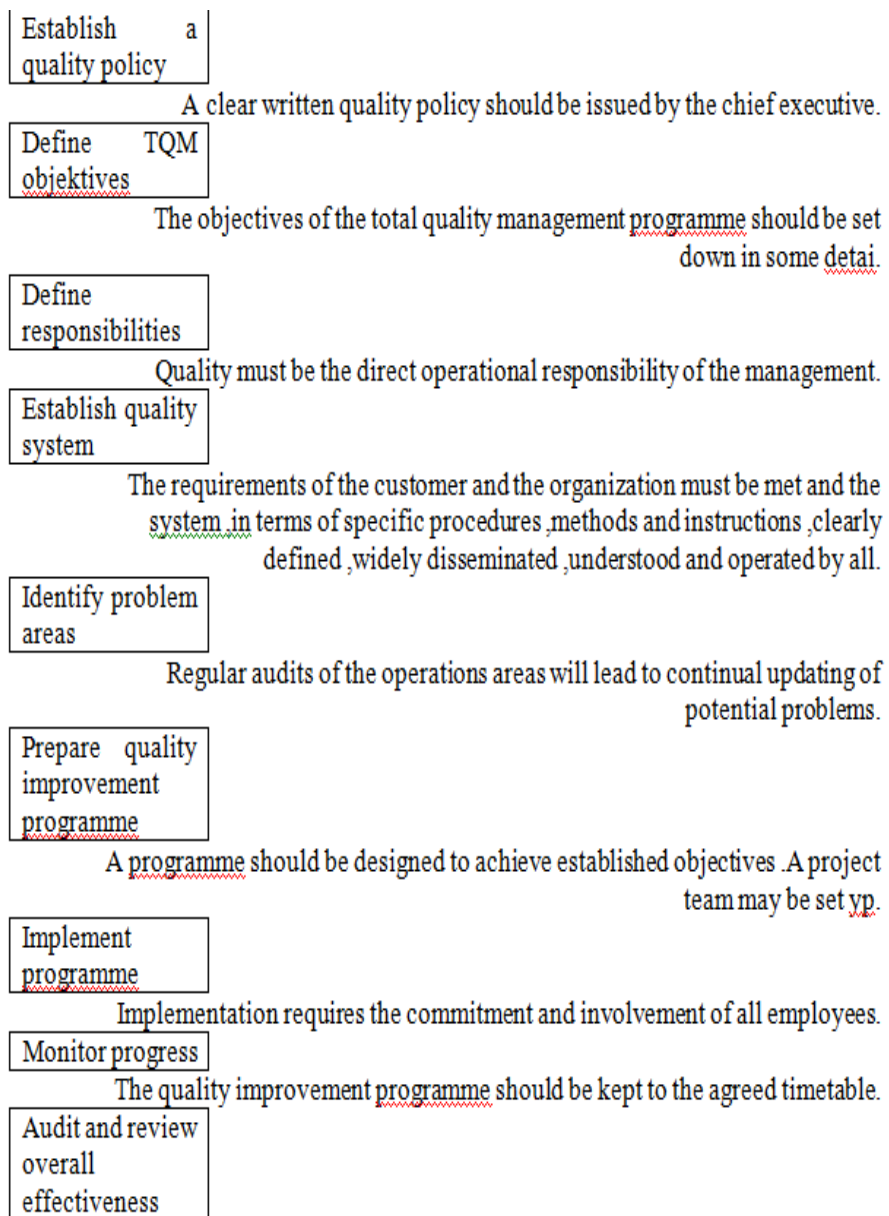


Figure 2. Plan for a quality system¹

¹ John S. Oakland, (1989) Total Quality Management, Heinemann Professional Publishing, p.p 84

Material and methods of work

The following research methods or technique for data collecting are used:

1. Method of evaluation and judging,
2. Method of preliminary analysis,
3. Method of continuing following, an interview with the general, top managers

Research analysis which was used in this research represents total of the components which characterize the subject of researching, and it is consisted of questionnaires, measure instruments, techniques and time frame of the research. Standardized interview was done with top managers in 8 organization - wineries in 2010 – 2011 about quality planning.

Research results and discussion

Once the net human resource requirements have been determined, managers must develop action plans for achieving the desired results.

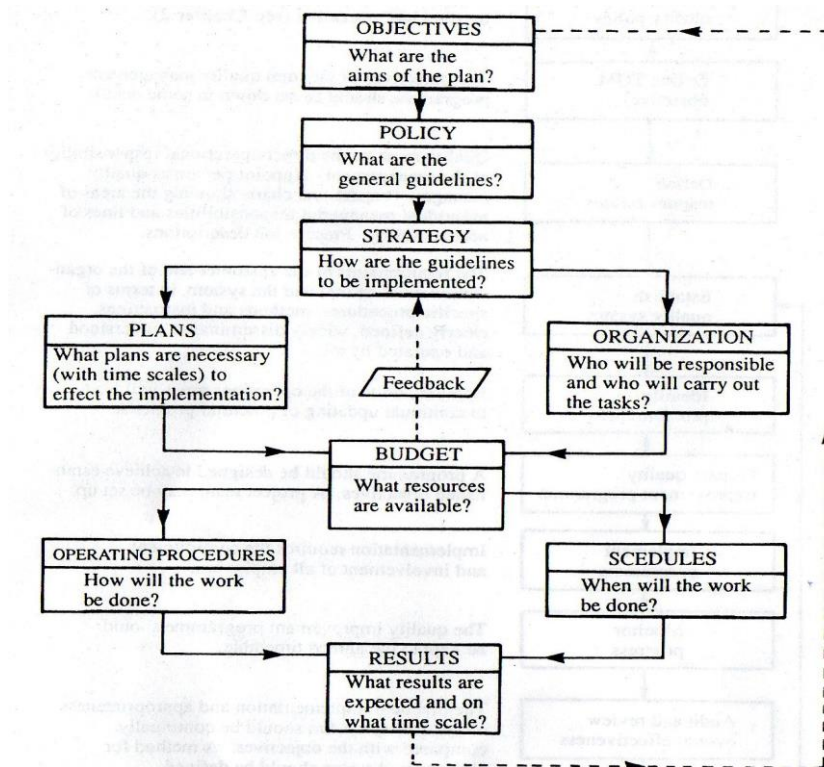


Figure 3. Preliminary analysis for quality planning¹

Research has shown that managers know for projects relating to new products or services, or to new processes, written quality plans should be prepared to define:

- Specific allocation of responsibility and authority during the different stages of the project;
- Specific procedures, methods and instructions to be applied throughout the project;
- Appropriate inspection , testing, checking, or audit programmes required at various defined stages;
- Methods for changes or modifications in the plan as the project proceeds

Conclusion

Some of the main points in the planning of quality relate very much to the inputs of processes:

Plant- the design, layout, and inspection of plant and equipment, including heating, lighting, storage, disposal of waste, ect.

Processes- the design and monitoring of processes to reduce to a minimum the possibility of malfunction and/or failure.

Workplace- the establishment and maintenance of suitable , clean and orderly places of work.

Facilities- the provision and maintenance of adequate facilities.

Procedures- the preparation of procedures for all operations .These may be in the form of general plans and guides, rather than tremendous detail, but they should include specific operational duties and responsibilities.

Training- the provision of effective training in quality, technology, processes and plant operation.

Information- the lifeblood of all quality management systems. All processes should be operated according to the simple rules:

- No data collection without recording;
- No recording without analysis;
- No analysis without action;

The quality plan should focus on providing action to prevent profits leaking away through waste. If the quality management system does not achieve this, then there is something wrong with the plan and way it has been set up or operated, not with the principle. The whole approach should be methodical, systematic and designed to function irrespective of changes in management or personnel.

¹ John S. Oakland, (1989) Total Quality Management, Heinemann Professional Publishing, p.p 83

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SISTEMATSKO PLANIRANJE BAZIČNI ZAHTEV ZA EFIKASNO UPRAVLJANJE KVALITETOM U INDUSTRIJI MESA

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Izvod: Pre razvitka odgovarajućeg sistema upravljanja kvalitetom, potrebno je izvršiti preliminarnu analizu kako bi se osigurala kvalitetna organizaciona struktura, omogućiti dostupnost resursima, a time lako sprovođenje različitih zadataka. Kvalitetno planiranje u industriji mesa, podrazumeva neophodno preispitavanje postojeće programe u okviru funkcionalnih područja organizacije čime se mogu porediti sa rezultatima preliminarne analize za procjenu prednosti i slabosti u kvalitetu u poslu ili radne operacije . Kada se to uradi, potrebne sisteme i programe mogu biti definisani u smislu definiranja detaljnih operativnih planova, procedura i tehnika primene.

Ključne reči: Sistemsko planiranje, kvalitetan menadžment, kvalitetna organizaciona struktura, operativnih planova

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