



Tempus

TEMPUS JP 543662-2013

Improvement of Partnership  
with Enterprises by Enhancement

of a Regional Quality Management Potentials in WBC



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# Report of analysis of experiences from EU partners' countries

## POLAND

TEMPUS JP 543662-2013

Improvement of Partnership with Enterprises by  
Enhancement of a Regional Quality Management  
Potentials in WBC

**DEV1 -Analysis and model definition for QMS enhancement**

1.1 Analysis of experiences from EU partners' countries



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## 1) Background of QMS in Poland

The beginning of quality management in Poland starts in 1994, when on January 1<sup>st</sup>, 1994 there has been brought into life Act of 3 April 1993 on testing and certification. Thereunder there was established a Polish Centre for Testing and Certification (PCTC), as the successor to the Central Office of Product Quality. In the structure of the PCTC there was allocated an office for accreditation build of few teams. One of the teams for Accreditation of Certification Bodies was counting 4 person and made the processes of accreditation and supervision of products certification bodies, suppliers quality systems as well as staff. First accreditation of quality systems certification body has been granted on December 19th, 1994 and the staff certification body on May 13th, 1997. The Act of 22 July 1999 amending the Act on testing and certification, enabled the extension of the activities the PCTC for accreditation of inspection bodies. In the office of the Accreditation there was established Accreditation of Inspection Bodies Team. First inspection body accreditation has been granted on June 30th, 2000. In 2001 there was established a Polish Centre for Accreditation (PCA) as an independent organization for accreditation. In the structure of the PCA allocated an office for Accreditation including a: Department for Accreditation of Inspection Bodies and the Department for Accreditation of Certification Bodies, which led accreditation of product certification bodies, systems as well as personnel<sup>1</sup>.

Management Systems based on the requirements of the ISO 9001 series standards have become the most prevalent, standardized requirements for the quality management in enterprises all around the world. No previous standard that specifies requirements for the management and quality assurance was not so good and globally recognizable.

The versatility of standards, concerning the possibility of its use in most types of organizations, is often the basis for criticism motivated by generalizations of content of the ISO 9001 standard - particularly in relation to the requirements for product delivery processes. The source of such opinions are usually large companies with very high technical culture, which in many parts of the requirements go beyond the requirements of the standard.

On the other side it is necessary to enter the criticisms formulated in small and medium-sized enterprises, which being in the development phase will recognize the requirements as embarrassing for the freedom of establishment and forcing changes to the existing model of their processes. These companies are (largely) in the process of creating rules of conduct, and often try to deliver technologically demanding products.

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<sup>1</sup> Informator jubileuszowy PCA, Warszawa, czerwiec 2006, Nr 5

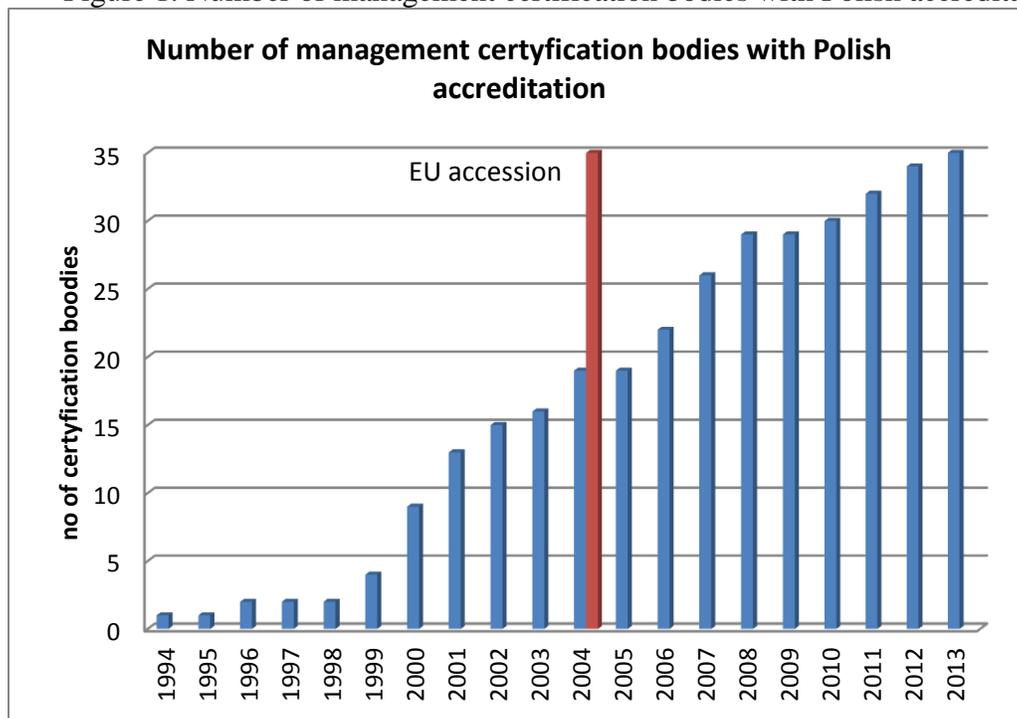


Particularly, in the case of growing organizations, the implementation of the Quality Management System allows to avoid problems arising from lack of experience and knowledge of the quality management rules.

### The usage of QMS in Poland

First polish accreditation for the certification body of management systems was issued in 1994. At the end of 2013 there were 35 certification bodies (CB) with polish accreditation operating on the market in management systems certification. The numbers of CB and year of first accreditation are shown in the following figure 1.

Figure 1. Number of management certification bodies with Polish accreditation



Scopes of accreditation of management CB were presented in the table 1. and 2. According to provided data the popularity of different management standards can be seen. Quality management system is the most popular standard – 34 from 35 CB has this standard in the scope of accreditation. The second most popular standard is occupational health and safety – with 20 CB accredited to PN-N 18001 standard and 8 according to BS 18001 standard.



Table 1. Number of certification bodies with PCA accreditation, operating on polish market

Standard	Description	Number of certification bodies
At least one standard	-	34
ISO 9001	Quality management	33
PN-N-18001	Occupational health and safety management standard	20
ISO 14001	Environmental management	20
ISO 22000	Food safety management	10
ISO/IEC 27001	Information security	8
BS OHSAS 18001:2007	Occupational health and safety management standard	8
ISO 3834-(2,3,4)	Quality requirements for fusion welding of metallic materials	5
ISO 13485	Medical devices. Quality management system	3
PEFC	Forest certification	3
ISO 15378	Primary packaging materials for medicinal products. ISO 9001:2008, with reference to Good Manufacturing Practice (GMP)	2

Source: self-study according to PCA data

Table 2. Number of standards that are in the accreditation scope of CB

No. of management standards that are in the scope of accreditation of CB	No. of CB
only 1	12
2	3
3	5
4	5
5	4
6	5
9	1

Source: self-study according to PCA data

Large and still increasing number of CB that certify management standards in organizations leads to incising competition for certification services. This high competition environment causes some problems associated with the reliability of the certification.



## 2) General QMS knowledge in enterprises<sup>2</sup>

The general knowledge of management standards in Polish companies varies depending on the industry and size of the organization. The best developed industries in the field of QMS are ex.: automotive companies, aerospace industry and medical industry.

Number of companies that implement quality management standards and number of people that have work experience in organizations with implemented QMS is large. For that reason, last researches about the implementation quality management standards shows, that experience of people during that process is widely used.

The needs of QMS certification in medium and big polish companies seem to be exhausted. Important question of QMS nowadays is the real “quality” of implemented and certified management systems. Third party certification provides only the information that a company meets the minimum system requirements specified by a management system. Organizations can improve management system with the guideline provided in the excellence models. This excellence models are not very popular in Poland. Also number of Polish organizations which have achieved EFQM Recognised for Excellence (3, 4 or 5 star) or EFQM Committed to Excellence is low compared with other European countries (table 3.).

Table 3. Number of European organizations which have achieved EFQM Recognised for Excellence (3, 4 or 5 star) or EFQM Committed to Excellence.

Country	No. of EFQM awards
Spain	1013
Unaited Kingdom	440
Germany	206
France	106
Italy	80
...	-
Poland	12
...	-
Serbia, Montenegro	0

Source:<sup>3</sup>

<sup>2</sup> it is necessary to examined the knowledge, that people working in enterprises have in the field of QMS

<sup>3</sup> <http://www2.efqm.org/en/Home/Ourservices/Recognition/RecognitionOnline/tabid/333/Default.aspx>



### 3) Statistical data of the QMS in enterprises <sup>4</sup>

The dynamic development of management system certification in Polish companies is decreasing. Reliable data on the application of quality management systems provide the International Organization for Standardization in its annual report. As the author of the standards and organization gathering 162 national standards bodies of ISO have a constantly updated database on prevalence of use requirements of the ISO 9001 series of standards in organizations around the world. The data source are reports of the national accreditation bodies affiliated to the IAF (International Accreditation Forum). Number of certificates on management standards in Poland in 2012, is presented in table 4.

Table 4. Number of certificates on management standards in Poland in 2012

Standard	Poland	Europe	Place in Europe	% of certificates in Europe	World
PN-EN ISO 9001	10 110	474 574	11	2,1	1 101 272
PN-EN ISO 14001	2 014	113 356	11	1,8	285 844
PN-EN ISO 22000	659	8 426	5	7,8	23 231
PN ISO/IEC 27001	279	6 384	6	4,4	19 577
PN-EN ISO 13485	193	12 515	11	1,5	22 237
ISO/TS 16949	505	11 017	8	4,6	50 071
ISO 50001	10	1 758	14	0,6	1 981

Source: ISO Survey 2012

Standards that are presented in table 4., are not the only one that are implemented and certify in Polish organizations. In table 5. there are presented other 3 important standards that are popular in Poland.

Table 5. Number of certificates issued in Poland in the biggest Polish management certification company (10% of the ISO 9001 market).

Standard	Number of certificates in 2013
PN-N-18001	111
BS OHSAS 18001:2007	9
PN-N-19001:2006 or Internal Control System <sup>5</sup>	274

Source: self-study

In spite of the fact, that number of QM certificates is still growing in Poland, the number of companies that give up MS certification is also growing<sup>6</sup>. Positive effects of certification of MS

<sup>4</sup> the number of certificated enterprises according to ISO 9001, 14001, 18001, 27001

<sup>5</sup> According to: Council Regulation (EC) No 428/2009 of 5 May 2009 setting up a Community regime for the control of exports, transfer, brokering and transit of dual-use items.



described in literature just few years ago are not so important nowadays – especially the external ones such as: marketing tool and fulfillment of suppliers requirements. High cost of certification is the most important reason to give up the certification of environmental and quality management systems in Poland. The good side of this process is fact, that in most of the organizations that give up the certification, management system is still operating, without surveillance of CB.

## 4) Programs for establishment of QMS in enterprises (national government and EU programs)

### 4.1. PROGRAMME FOR THE PROMOTION OF QUALITY<sup>7,8</sup>

National Programme for Polish membership in the European Union shows that in integration measures a fundamental role will play companies that are able to adapt to the higher and higher as well as changing demands of the market economy. This meant the need to adapt to the European rules and international standards. The bulk of the implementation of the adjustment process rested on the Polish companies, whose task was to increase productivity, performance standards and technical regulations, quality standards, implementation of offensive management techniques and keeping up with the launch of new products.

Poland became part of the single market, a large economic space being a place of aggressive competition in the race to acquire a customer who expects more and better products and services - with high and stable quality, that guarantee the safety of use, energy efficiency, functionality, reliability and without adverse effects on the natural environment.

The need for Polish economy to adapt to the requirements of the European and international markets, became the basis, for undertaking by the former Ministry of Industry of wide information activities, educational and promotional, associated with the requirements for quality assurance arising from the ISO 9000 and EN 45000 standards.

Then, there was launched a Quality Promotion Programme (QPP) in 1992 (12 years before Poland's accession to EU) and it lasted until 1998. It included actions for promoting in enterprises quality systems compliant with the requirements of ISO 9000 series and to obtain

<sup>6</sup> Kafel, P., Nowicki, P., Sikora, T., 2013. The quality management system in companies after the resignation of its certification (in polish), *Problemy Jakości*, 10, 17-20.

<sup>7</sup> [http://quality.hbi.pl/archiwum/program\\_promocji\\_jakosci\\_ministerstwa\\_gospodarki\\_1998.pdf](http://quality.hbi.pl/archiwum/program_promocji_jakosci_ministerstwa_gospodarki_1998.pdf) (25.04. 2014).

<sup>8</sup> [http://www.exporter.pl/bazy/Info\\_obszerne/7.php](http://www.exporter.pl/bazy/Info_obszerne/7.php) (25.04. 2014).



certificates of these systems as well as dissemination of quality systems in laboratories complying with the requirements of EN 45000 series and obtaining certificates of its accreditation. It happened during a huge and very fast changes in Polish economy, due to end of communism and becoming free market economy.

To help companies implementing quality systems there had been trained about 32,000 people, have been organized more than 100 seminars, which were attended by about 4,600 people, as well as has been issued and distributed 45 issues of the series entitled "Design and implementation of a quality systems according to ISO 9000 and ISO 45000 standards - examples of practical solutions."

The main bodies cooperating with the Ministry in the implementation of the Programme since the beginning of its operation were:

- Institute of Organization and Management in Industry "ORGMASZ"
- Institutions for Research and Certification "ZETOM".

### **The objectives of the Programme for the Promotion of Quality**

- Quick adaptation of Polish companies to the requirements of the European Union.
- Getting by companies and institutions operating in the country certificates required for European and international markets.
- Increasing the competitiveness of Polish companies, including SMEs, in both domestic and international areas.
- Creating favourable conditions for innovation of Polish companies.
- The promotion of modern management systems according to international standards.
- Describing the conditions for the creation of balanced regional development potential of the country.

### **Elements of the Programme for the Promotion of Quality**

- Promoting quality in the country's economic policies as well as in politics of individual companies.
- Granting of technical assistance to companies and laboratories in the implementation of a quality systems, environmental management systems, occupational safety and health management systems.
- Dissemination of information about certification and accreditation systems in the country and in the world.
- Promoting national system of testing and certification.
- Promoting enterprises that have been certified.



The Programme for the Promotion of Quality of the Ministry of Economy was widely available. Companies of various industries engaged in manufacturing and services - regardless of their size (small, medium, large) and forms of ownership could participate in it as well as research - development laboratories. All participants in the Program that were interested in implementing quality systems were granted substantial help in the form of:

- Providing materials to facilitate the design and implementation of systems,
- Consultation in the design and implementation of systems,
- Development and dissemination of specialized publications presenting the solution components of individual systems,
- Organizing seminars and conferences,
- Organization of training.

## **4.2. INTRODUCTION TO QUALITY PROGRAMME<sup>9</sup>**

The "Introduction to Quality" programme was implemented under the "Phare 2000 National Programme for the development of SMEs (PL 0003.07)" based on the financial memorandum signed on 29 December 2000 between Poland's Government and the European Commission. "National Programme for SME development" was based on the experiences of programs to support small and medium-sized enterprises STEP I and STEP II (programs supporting entrepreneurship in Poland), which were implemented in 1997-2000.

The agency that was implementing PL 0003.07 programme was Cooperation Fund supervised by the Programme Authorising Officer (PAO) located at the Office of the Committee for European Integration (Poland).

Under the "Introduction to Quality Programme" implementing Agency established Subsidy Fund, whose management was entrusted to the Polish Agency for Enterprise Development (PAED). Operation of the PAED in this area were laid down by an agreement with the Foundation "Cooperation Fund" - Financing and Contracting Unit (CFCU) on 14 May 2002. In terms of funds from the state budget the PAED activities were set out in the agreements concluded with the Ministry of Economy and Labour.

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<sup>9</sup> Final Report entitled. "Ex-post evaluation of the program Introduction to Quality (ItQ) under the Phare 2000 National Programme for the development of SMEs" prepared by the Polish Agency for Enterprise Development, Warsaw 2005, <http://www.parp.gov.pl/index/more/10767>



### **The budget of the programme and grant amounts**

Originally Grant Fund budget amounted to 1.33 million EURO in total. Finally, it reached EUR 8 million EURO from the Phare funds, and 2.67 million from the budget.

The total value of settled contracts amounted to 10,127,620.56 Euros. The following table no 3. presents the value of settled, signed and terminated contracts.

Table 6. Financial details of integration to Quality Programme.

<b>The value of contracts settled in Euro</b>	<b>The value of contracts signed in Euro</b>	<b>Value of contracts terminated in Euro</b>
10 127 620,56	11 701 608,07	508 189,12

### **The Aims of the Programme**

The strategic objective of the "National SME Development Programme" was to strengthen the public institutions and human resources involved in the creation and implementation of instruments aimed at enhancing the competitiveness of the Polish SME sector.

The immediate purpose of Introduction to Quality programme was to support the development of small and medium-sized enterprises through financing costs of advisory services and training programs to improve the quality of offered products and services.

The following actions could be covered by founding's:

- Preparation of the staff of small and medium-sized enterprises to quality management.
- Obtaining certificates of conformity for products, services, raw materials, machinery and equipment, measurement and control equipment as well as personnel.
- Product conformity assessment with European Union directives. Marking products with the CE mark, which allows access to the markets of the European Union.
- Obtaining the certificates of specific quality systems in some industrial sectors.
- Improvement of management systems after obtaining the certificate.

### **Schedule of activities**

Grant applications from beneficiaries were accepted from May 2002 to September 2003. In total there were 12 rounds of applications. The tasks covered by the grant were implemented



between August 12, 2002 (the date of the signing of the first agreement grants) and 31 May 2004 (deadline for completion of the activities).

### **Characteristics of applicants and beneficiaries**

The program attracted significant interest. Evidence of this is fact that the total value of the signed grant agreements reached the top prescribed for the program before performing all planned application rounds.

After the administrative and merits evaluation of proposals, 3731 signed the grant agreement, of which 3538 have been settled. The most often requested area for the founding was "the preparation of staff for quality management systems in SMEs" (3384 requests). Least grant applications related to area - "Marking CE sign to products" (73 requests).

The beneficiaries of the program were 3357 companies. Divergence of the number of beneficiaries and settled contracts based on the fact that one company could have included more than one contract thereby realizing a number of projects focused on quality management in the company.

The action most frequently carried out by the beneficiaries was to " the preparation of the staff for quality management systems in SMEs" (2494 beneficiaries). The least frequently carried out was "marking the CE sign to products" (45 beneficiaries). These proportions correspond to the popularity of individual actions at the application stage. The numbers of particular beneficiaries are shown in Figure 2.

### **Conclusions of the Introduction to Quality Programme**

- There was a large regional differences in terms of the number of program beneficiaries. Among the companies participating in the study, nearly half (45%) were companies from the three most widely represented voivodships namely Mazowieckie, Wielkopolska and Silesia.
- There has been observed a strong rate of growth of employment among beneficiaries in the period since joining the program until the implementation of the survey<sup>10</sup>. In this period, the average number of employees increased from 52 to 62 people.
- Almost half of the surveyed beneficiaries pointed to a very large or large impact rates as a criterion for selection of the contractor.
- The most important criterion for the selection of the certifying authority was in the greatest number of cases, the reputation of this institution (45% of respondents).

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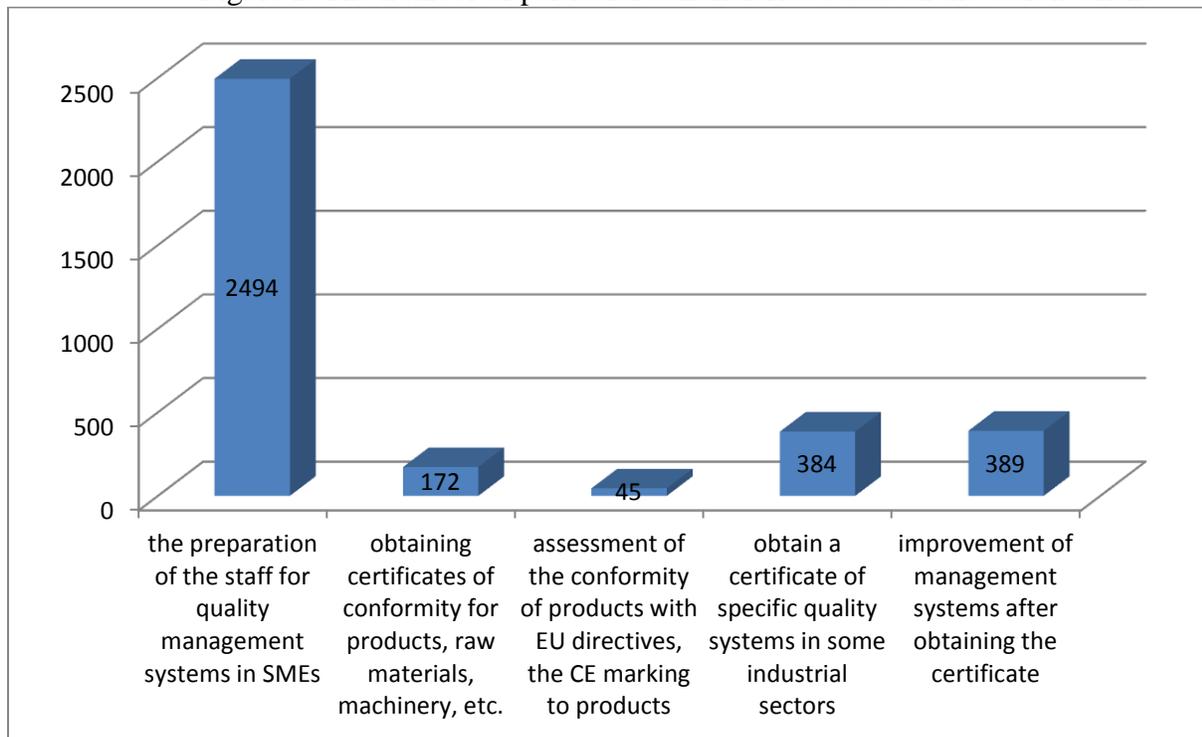
<sup>10</sup> After the programme has finished, there has been conducted a survey within the programme beneficiaries, which supported the conclusions.



Subsequently awarded priority of experience (21%), price (15%) and the convenient location of the institution (7%).

- Micro and small businesses have a greater need for industry/branch certificates, while medium-sized companies report higher demand for ISO 9000 series, ISO 14000 series, PN-N 18000 systems' certificates as well as HACCP.

Figure 2. The number of particular beneficiaries based on the action taken.



### 4.3. QUALITY ABOVE ALL PROJECTS

There have been a lot of projects in the area of wide understood quality issues, founded by European Social Funds and carried out by different organizations. Also there are projects for personnel development that some of them cover trainings in the area of quality management. One of such a projects is "Quality Above All Project".

The "Quality Above All" is realized under the Human Capital Operational Programme 2007-2013; Priority VIII Regional human resources; Measure 8.1. Regional development of staff and enterprises; Sub-8.1.1 Supporting the development of professional skills and consultancy for businesses. The project is co-financed by the European Union under the European Social Fund. Duration of the project lasts from 1 July 2012 to 30 June 2014.



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**Main objective of Quality Above All Project:**

The main objective of Quality Above All Project is to improve the competence of employees of Mazovia businesses by June 2014 in the following areas:

- Quality Management System according to ISO 9001.
- Environmental Management System according to ISO 14001.
- Health and Safety Management System according to PN-N 18001 or OHSAS 18001 standard.
- Food Safety Management System according to ISO 22000.
- Information Security Management System according to ISO/IEC 27001.

**The objectives of the details:**

- To support training for 106 companies of Mazovia region,
- To take initiatives to improve management efficiency by a minimum of 96 enterprises covered by the support (90%),
- To develop the competence of 280 employees of Mazovia enterprises in the use of a suitable ISO management system to improve enterprise management,
- To conduct 28 training:
  - Courses for internal auditors according to ISO 9001, ISO 14001, OHSAS 18001, ISO 22000, ISO 27001
  - Courses for the Management System Representative of ISO 9001, ISO 14001, OHSAS 18001 standards.