

Varga Edit, Husi Géza, Sutka Sándor, Baksa László

ONE WAY STREET FOR THE HAJDÚ-BIHAR COUNTY POLICE DEPARTMENT: TQM

The Hajdú-Bihar County Police Department taking international – especially Dutch – police experiences into consideration has determined to apply Total Quality Management (TQM).

The management of Hajdú-Bihar County Police Department wishes to introduce TQM philosophy in collaboration with the Rotterdam Rijmond Police Department, the Dutch Institute of Quality Improvement and the University of Debrecen. (At the University of Debrecen, it is the Institute of General and Manager Training Studies of the Faculty of Technical Engineering that deals with the education and installation of quality assurance systems and TQM.)

Quality has several meanings and covers a number of areas including the quality of the manufacturing of products, of the private, public and civil services, and of the organizations as complex participants on the market. Nevertheless, whatever shape it takes, quality always remains a tool to reach a desired goal and it is never identified with the goal itself ensuring the continuous competitiveness of the organization.

The primary objective of the European Quality Improvement Policy is to focus the attention on quality consciousness as well as to give unambiguous principles and to encourage the usage of tools concerned with quality to generate activities aimed at it in Europe. With this spirit in mind, the leadership of the Hajdú-Bihar County Police Department has decided to carry out the continuous improvement of the quality of police work.

Quality has been defined in many ways from traditional concepts to strategic ones.

Tenner-DeToro puts forward the following concept regarded as one that meets the various requirements:

"Quality is a basic business strategy in the course of which the newly developed products and services completely fulfill the requirements of both internal and external customers by meeting their stated and unstated demands." [1.]

The quality of service in a given organization depends on objective and subjective factors. Among the components there are measurable and controllable parameters. The quality of a given service could be planned based (planned quality) on a survey on demands (expected quality) and could be achieved in the

best possible way of highest standard. The outcome that is the service itself is perceived quality in the eyes of customers, on the other hand it is a measurable accomplished quality in the eyes of servicing companies. [2.]

The most recent international and home experiences have proved that quality is largely supported by introducing and applying quality insurance, quality management systems as well as Total Quality Management. There should be a responsible decision as to which system could be applied in police work and how to take further steps concerning quality.

Current problems and the ever-growing competition have led to the development of quality systems that could be described by the following stages:

At first there were different types of quality control followed by quality regulations and quality assurance.

Quality assurance has a much wider range than quality control, it comprises all activities within the framework of the quality system that is supposed to inspire confidence that a given product or service fully complies with quality requirements.

The installation of quality assurance requirements is basically supported by the ISO 9000 series of standards. (1994., 1996.) The ISO 9001: 2000 standard includes the requirements of the installation of quality management systems.

Quality management is an activity that comprises not only quality assurance and the included quality regulations but also concerns quality planning and quality improvement.

The fourth stage of the development of quality systems was the appearance of the philosophy of Total Quality Management (TQM). TQM is a management process enriched with various disciplines that aims at gaining complete customers' satisfaction through continuous improvement of all activities within the organization and having the workers' full commitments to quality during the use of a given product or service.

The TQM model builds on three essential elements of total quality – focusing on internal and external customers alike, concentrating on the improvement of working process to have reliable and acceptable end products (products and services) full attention on the utilization of workers' skills as well as six complementary units.

These complementary elements are: leading role, education and training, supporting structures, communication, incentives and recognition and measuring.

The primary objective of Hajdú-Bihar County Police Department is to contribute to the strengthening efforts of positive social and economic processes and to the creation of a more secure quality life without any sense of fear within their own range of action based on the deep analyses of the criminal and public security

situation [3]. To achieve these goals it is necessary to continuously improve the quality of police work, to establish full commitment and to completely fulfill customers' requirements.

The introduction and the accomplishment of TQM is a fairly long process. At the start, the police needs a „framework” in which it makes clear for the management and all employees what basic steps should be taken to reach the desired goal. (The goals and the ways to reach these goals.) A possible „framework” for the police is the following: [7]

- Working out a quality policy
- Definition of goals, program start, and declaration
- Situation survey based on the EFQM model, determination of weaknesses and strengths
- Establishment of an organizational structure: assignment of a member of the top management, top management team, fact-finding team, problem solving team
- Working out an improvement strategy, evaluation of processes, feedback
- Trainings (education of the participants,) methodology
- Starting out with exact topics, continuous evaluation, feedback
- Generalization, standardization and involvement of the results in police work
- Recognition and publishment of the results
- Training auditors, methodology
- Periodic evaluation of the program
- Further improvement, further extension

Needless to say, that this is only a proposed framework that could be specified in the course of collaboration and the introduction of TQM.

Social expectations of proper police work show an increasing tendency these days. These expectations will be permanent and taken for granted after joining the European Union. They cannot be fulfilled applying the previously-known, traditional police methods and consequently there is ever-present demand for a modern quality-oriented attitude in our national police work.

The application of TQM makes it possible that there could be an improvement in people's satisfaction, police processes could function on a much higher level and the strengthening of the commitments of police staff concerning their work could no longer be a problem.

During the 3-year- long project the Hajdú-Bihar County Police Department together with the Rotterdam Rijmond Police Department, the Dutch Institute of Quality Improvement and the University of Debrecen are able to provide all the necessary conditions within the framework of which there will be modern

system serving as a model, nationwide. In the last month the Hajdú-Bihar County Police Department created the self-evaluation process based on EFQM model, and started it.

While the certification of quality management system based on ISO must be carried out by a certifying organization independent of the police itself (including two dangerous elements: the certifier knows nothing about the essence of police work and how he describes „confidential „ processes), TQM is based on self-evaluation that has an impact on the continuous improvement of working culture within the organization. The first step toward the introduction of TQM could be a self-evaluation based on the EFQM model. This is the main reason why the TQM Center of the Debrecen University and the Hajdú-Bihar County Police Department together established a team that was supposed to transform the EFQM model in the field of police work. The next part of this article is going to describe the transformed model.[6.]

THE METHOD OF SELF-EVALUATION

The basis of self-evaluation is the EFQM model with certain reservations. While keeping the original structure and proportion we have adjusted the purpose and focal points of the self-evaluation to police work.

EFQM MODEL

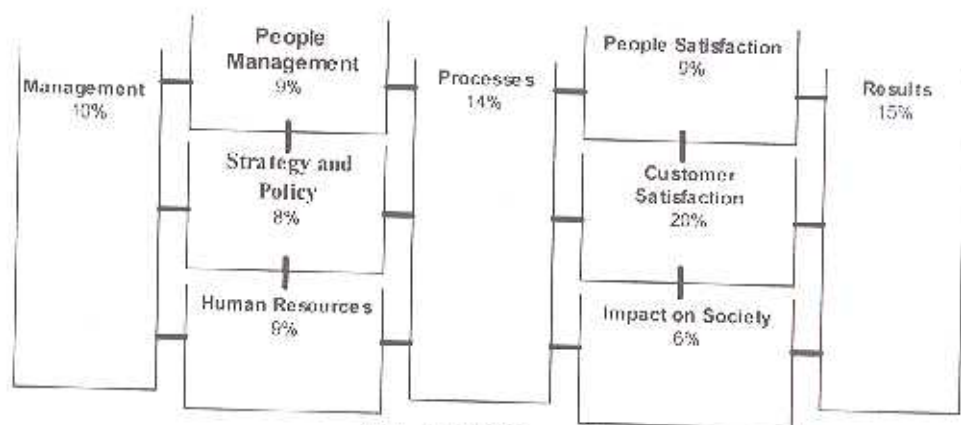


Fig. 1. EFQM model

The first step toward the introduction of Total Quality Management (TQM) is self-evaluation on the basis of which we can find the strong points of the police

possibilities of further improvement.

Based on the process of self-evaluation the Department is able to evaluate its own management processes and levels of performance without any external influence

or pressure , to understand the general questions of its own activity and performance and to take steps to solve the arising problems being aware of the fact that it is in the position to closely examine its improvement by repeating the process of self-evaluation on a regular basis.

CONSIDERATIONS

Management:

It evaluates management groups and each person being in commanding position without names. The questionnaire examines how people being in commanding positions support, encourage and assist prominence as a way of reaching the goals of police service.

Strategy and policy:

How the Department transforms the basic principles from above into practical plans and activities and how it intends to carry out its basic activities. How the Police Department composes its own vision. How it applies and supervises its vision on the various levels of the Department and how it transforms its vision into precise plans, measures, orders.

People Management:

The evaluation of people management examines how the Department makes good use of the skills and abilities of the personnel.

Processes:

These questions evaluate the handling and identification of the processes with special regards to the impacts on results.

Customer Satisfaction:

The questionnaire examines the performance of the Department in the field of customer satisfaction. Each customer is different with different demands, rights, and expectations that has to be taken into consideration during the process of evaluation.

People Satisfaction:

The evaluation of the Department by the personnel. It examines the performance of the Department in the field of people satisfaction.

Impact on Society:

How the society evaluates the performance of the Department beyond its role regulated by the law. It tries to find the answer as to what achievement the Department has reached within the community living on its field of activity concerning the requirements of the these people.

Results:

What achievements the Department reached as compared to the planned goals. As to the planned goals during the first evaluation the starting position is the annual plan of the Department. In further cases the starting position is the correcting measures and desirable goals based on the results of the evaluation carried out in the previous year.

Predictable results of measures after the evaluation are the following:

- well-established approach to continuous improvement
- evaluation based on facts and not individual remarks
- comprehensive diagnostic evaluation on police work for both the Head Department and the National Police Department
- areas necessary to improve
- helps to work out a full commitment to quality, change attitudes.

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TQM BEVEZETÉSE A HAJDÚ-BIHAR MEGYEI RENDŐR-FŐKAPITÁNYSÁGON AVAGY „EGYIRÁNYÚ UTCÁBAN A TQM FELÉ”

A Hajdú-Bihar Megyei Rendőr-főkapitányság célja, hogy működési területén a bűnügyi, közbiztonsági helyzet elemzésére alapozva, a rendőri szervek sajátos eszközeikkel járuljanak hozzá a pozitív társadalmi és gazdasági folyamatok erősítéséhez, egy biztonságosabb, a bűnözéstől való félelemmentes életér, illetve életminőség kialakításához. Ezen célok eléréséhez a rendőrségi munka színvonalának folyamatos javítása, a teljes elkötelezettség megteremtése, az ügyfelek igényeinek maximális kielégítése szükséges. Az eddigi nemzetközi és hazai tapasztalatok azt igazolják, hogy a minőséget a minőségbiztosítási, a minőségirányítási rendszerek, a Teljes körű Minőségmenedzsment (TQM) bevezetése segíti.

Felvetődött a kérdés, hogy a rendőrségi munkában melyik rendszert célszerű előnyben részesíteni, hogyan érdemes tovább lépni a minőség útján.

Bár az ISO 9000-es szabványsorozat kiépítése, alkalmazása és elterjedtsége korántsem érte el azt a szintet, amelyet jósolnak, a világon a piacvezető cégek máris felismerték, hogy az ISO szerinti működés nem végcél, hanem csak eszköze a teljes körű minőségmenedzsmentnek. A minőségügyi rendszerek fejlődésének jelenleg ismert utolsó, legfejlettebb szakasza a Teljes körű Minőségmenedzsment a TQM.

A cikk a rendőr-főkapitányság EFQM alapokon nyugvó önértékelését mutatja be, amelyet a Debreceni Egyetem MFK TQM Centerének munkatársai segítségével hajtott végre. Az elvégzett munka szakmai elismeréseként a Hajdú-Bihar Megyei Rendőr-főkapitányság 2002-ben IIASA-SHIBA Díjat, a munkát végző team IIASA-SHIBA külön elismerést kapott.