IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Master Thesis submitted in fulfillment of the Degree

Master of Business Administration

in Public Governance and Management

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Bucharest, 30 May 2013
AFFIDAVIT

I hereby affirm that this Master’s Thesis represents my own written work and that I have used no sources and aids other than those indicated. All passages quoted from publications or paraphrased from these sources are properly cited and attributed.

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ABSTRACT

The theme of the master thesis is the following: Is ISO 9001:2008 an appropriate framework for the improvement of the processes developed within Bucharest City Hall? The purpose of the thesis is to consider if in the case of the City Hall, ISO 9001:2008 is indeed suitable for improving the processes developed within the organization.

Moreover, the thesis aims to answer the following research questions: did ISO 9001:2008 contribute or not to the improvement of the processes developed by the City Hall? How were the processes improved? What are the advantages and disadvantages of implementing the ISO 9001:2008 Standard? What are the advantages and disadvantages of the quality management system implemented within Bucharest City Hall?

In order to highlight the applicability of ISO 9001:2008, respectively of the process approach within the City Hall, flowcharts of a general process and a specific process were elaborated (Appendices 5 and 7). The flowcharts accompany the processes’ descriptions (Appendices 4 and 6).

Also, in order to answer the research questions, evaluations of ISO 9001:2008 and of the quality management system developed by Bucharest City Hall were conducted. Thus, SWOT analyses were carried out. The aspects included in the analyses represent the responses given by the sample group interviewed. The sample group was formed by the personnel Responsible for Integrated Management and the Head of the Quality Management Service from Bucharest City Hall. Furthermore, the interviewees formulated a series of recommendations for the improvement of the City Hall’s quality management system.

The findings showed that ISO 9001:2008 brought an in-depth approach to the quality management system implemented by Bucharest City Hall. The implementation of ISO 9001:2008 contributed to the improvement of the process developed by the organization.

Notwithstanding, quality management involves continuous improvement of the system and Bucharest City Hall should consider implementing a quality model of excellence such as ISO 9004:2009 or EFQM.
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LIST OF ABBREVIATIONS

BCH – Bucharest City Hall

FAPD – Foreign Affairs and Protocol Department

GMD – General Mayor’s Decision

RIM – Responsible for Integrated Management

ISO – International Organization for Standardization

IDCCCR – Information and Documentation Center for Citizens’ Relation

QFD - Quality Function Deployment

TQM – Total Quality Management
CHAPTER 1 – INTRODUCTION

According to the American Society of Quality, quality is defined differently by each organization taking into account the organizational environment and the unique characteristics regarding a particular organization.

Crosby (1979) defines quality as “conformance to requirements”, Juran (1989) sees quality as “freedom from deficiencies”, and Bucharest City Hall’s Quality Management Handbook (2011) describes quality as “the measure in which a set of intrinsic characteristics fulfills the requirements”.

The present master thesis focuses on the quality management system implemented within Bucharest City Hall. Moreover, the focal point of the thesis is the way quality is perceived and applied by the City Hall.

Bucharest City Hall opted, in 2004, for implementing the International Organization for Standardization (ISO) quality management standards. At present, the City Hall has the ISO 9001:2008 Standard Certification.

The theme of this paper is the following:

“IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?”

The purpose of the thesis is to consider if in the case of the City Hall, ISO 9001:2008 is indeed appropriate for improving the processes developed within the organization.

Moreover, the thesis aims to answer the following research questions: did ISO 9001:2008 contribute or not to the improvement of the processes developed by the City Hall? How were the processes improved? What are the advantages and disadvantages of implementing the ISO 9001:2008 Standard? What are the advantages and disadvantages of the quality management system developed within Bucharest City Hall?

According to Bucharest City Hall’s Quality Management Handbook that was adopted in 2011, “a process represents the set of correlated or linked activities that transform entry elements (inputs) into exit elements (outputs)”, meaning all the external or internal requests that are met with a written reply.

This master thesis presents an overview of ISO 9001:2008 Standard and of the quality management system implemented in the City Hall.
Alternative quality management models such as total quality management (TQM), house of quality, gap model, and quality management frameworks like EFQM and the Common Assessment Framework (CAF) are succinctly presented.

Furthermore, the paper describes how Bucharest City Hall’s quality management system improved since its implementation. However, the focus is on the introduction of the process approach that was brought on by the adoption of the ISO 9001:2008 Standard. “The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management, can be referred to as the process approach.” (ISO 9001:2008).

Although, the Quality Management Service issues a yearly report regarding the quality management system implemented in Bucharest City Hall, a complex evaluation of the system has never been performed. Hence, the findings are going to be presented to the management of the City Hall and, at least, in the case of Foreign Affairs and Protocol Department, the findings are going to be implemented.

Moreover, the paper identifies not only the positive aspects surrounding the quality system, but also the negative aspects as well and the links between the various aspects identified. The thesis shows how the influence on a factor impacts the other factors that are linked to it. Therefore, recommendations on how to eliminate the negative factors are presented and the last chapter concentrates on ways of improvement.

Today’s organizations must embrace change quickly and must become learning organizations. A learning organization has the “capacity that enables the entity to improve itself systematically and over time” (Shani, Chandler, Coget & Lau, 2009).

The economic crisis, funding scarcity, customers’ increasing demands, and technological developments must be met by a methodic approach. Public organizations do not have the luxury to not evolve, to become complacent, to maintain the nothing can touch us attitude.

Complex evaluations must be made constantly and adjustments and improvements must be performed accordingly. Thus, continuous improvement is a prerequisite for all organizations, especially when taking into account the globalization trend.

So far, the City Hall has adopted the traditional view on quality as the following chapters will show. Focusing on citizens’ needs is fundamental for a public organization, but in order to counteract the challenges and changes that will appear, this particular organization must lean toward a more complex approach, namely an excellence quality framework (EFQM, ISO 9004:2009).

Chapter 2 focuses on the research methods used for answering the research questions posed.
CHAPTER 2 – RESEARCH METHODS

The theme of the present master thesis is the following: “IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?”

In order to understand the quality management system implemented by Bucharest City Hall, various quality management models and approaches must be described. Furthermore, the general theories regarding quality management must be presented from the point of view of the City Hall. Each organization has a unique organizational environment and defines quality differently. Moreover, one must understand the provisions of ISO 9001:2008 Standard and the process approach established by it.

As it was mentioned in the previous chapter, Bucharest City Hall describes a process as “the set of correlated or linked activities that transform entry elements (inputs) into exit elements (outputs)” (Quality Management Handbook, 2011).

Therefore, a complex general process – solving petitions and a specific process – organizing trips abroad were chosen to exemplify the applicability of the process approach implemented by the City Hall. The solving petitions process was selected due to the direct link with the citizens. The specific process – organizing trips abroad is a support process and was chosen due to this aspect. For a better understanding of the processes mentioned above, flowcharts were compiled (see Appendices 5 and 7). The flowcharts establish the limits and the sequences in steps for each process.

The research method used is the qualitative research. Qualitative research includes the studied use and collection of a variety of empirical materials – case study; personal experience; introspection; interviews, etc. (Denzin & Lincoln, 2005)

As it was stated from the title, the case study focuses on Bucharest City Hall. “However, there are some areas that have used case study techniques extensively, particularly in government and in evaluative situations. The government studies were carried out to determine whether particular programs were efficient or if the goals of a particular program were being met.” (Tellis, 1997)
In order to answer the research questions stated in the previous chapter and to test the hypothesis regarding the improvement of the processes developed by the City Hall brought on by the implementation of ISO 9001:2008 Standard, evaluations of the ISO Standard and the quality management system were made. The evaluations could not be made without the input of the colleagues from the City Hall.

Thus, a very important part of the research method was represented by the interviews. The interviews were performed on a sample group formed of the personnel Responsible for Integrated (quality and environment) Management (RIM) from the City Hall. The management of Bucharest City Hall appointed these individuals to carry out the quality management tasks in each department. Due to the direct involvement in the implementation of the quality management system, the RIM personnel represented the best option for the sample group. There are 28 responsible persons, including myself as the RIM for the Foreign Affairs and Protocol Department. Thus, 27 interviews were conducted individually, in the Protocol Hall of my department, in order to provide the interviewees with privacy and to avoid biases. The interviews took place in December 2012 and January 2013 and they lasted around 30 minutes (see Appendix 1 – List of interviewees). The interviewees answered a series of open questions that can be found in Appendix 2 (List of questions). Furthermore, separated interviews were conducted with the Head of the Quality Management Service, Mr. Alexandru Dinescu. Mr. Dinescu answered the questions from the List (see Appendix 2) and the ones regarding the challenges faced by the Quality Management Service while implementing the Quality Management System within Bucharest City Hall.

The answers given by the interviewees were fundamental for creating the SWOT analyses regarding ISO 9001:2008 Standard and the quality management system from the City Hall. Moreover, without the RIM personnel’s input for the identification of the strengths, weaknesses, opportunities and threats, the complex evaluation of the system could not have been carried out and suitable improvement recommendations could not have been formulated.

Regarding the reading materials used can be compiled in the following categories:

- Primary sources which include: ISO Standards, documents issued by Bucharest City Hall, interviews, legislation issued by the Romanian Government, magazine articles and textbooks;
- Secondary sources which include: textbooks and magazine articles;
✓ Tertiary sources: online sources (websites).

Therefore, the literature review, the interviews carried out, the flowcharts and the SWOT analyses are crucial in order to answer the research question whether ISO 9001:2008 Standard is suitable or not for the improvement of the processes developed by Bucharest City Hall.

The following chapter focuses on quality models (TQM, house of quality and gap model). Moreover, other quality frameworks are briefly described.
CHAPTER 3 – QUALITY MANAGEMENT MODELS

BRIEF PRESENTATION

3.1. Definitions

According to the American Society for Quality, quality can be defined in two ways:

1) The characteristics of a product or service that satisfy stated or implied needs;

2) A product or service without any deficiencies (http://asq.org/ - last updated April 12th, 2013).

The quality movement started in the 1920s, when the volume and complexity of manufacturing grew; hence the necessity of introducing quality engineering became imperative. Moreover, quality engineering relied on the usage of statistical methods in the control of quality.

The financial crisis from the 1930s and World War II took a heavy toll on the manufacturing quality control. Thus, the research of the quality field came at a standstill for awhile.

Nevertheless, by the 1950s, things settled down and once again quality became a pressing mater, especially for the Japanese since “Made in Japan” was synonym with poor quality. The theorists began working with the Japanese organizations exploring various concepts regarding quality management.

Researchers such as Juran and Deming presented a series of theories in the 1950s that became the basis of all the quality management models and systems developed.

Joseph M. Juran, a pioneer in the quality management field, created a theory that is known as Juran’s Three Basic Steps to Progress, (Goetsch & Davis, 2006):
According to this theory quality, management does not stop with the second step – quality control, quality is a never ending process which must be improved continuously.

Another important figure in the field of quality management is W. Edwards Deming. Deming is responsible for theories such as: Deming’s circle, Deming’s Fourteen Points and Deming’s Seven Deadly Diseases.

Deming’s circle is shown in Figure 2 (Goetsch & Davis, 2006).

Over the years, complex quality models such as: total quality management, house of quality and GAP model were developed.


3.2. Quality Models

3.2.1. Total Quality Management

At first, two views on quality emerged:

- The traditional view which focuses on meeting customer’s needs;

- Total quality management (TQM) view that focuses on satisfying exceeding customer’s needs and one’s exceeding expectations.

The total quality management (TQM) model takes into account aspects such as: customer focus (internal and external), obsession with quality, use of scientific approach in decision making and problem solving, long-term commitment, teamwork, employee involvement and empowerment, continual process improvement, bottom-up education and training, freedom through control and unity of purpose (Goetsch & Davis, 2006).

The total quality management (TQM) concept is very complex and authors such as Kelada (1990) consider that the TQM philosophy focuses on four major elements:

- Recognizing the role of the customer: the organization functions and can progress due to the customer;

- The employee is at the center of all the processes through which the total quality can be achieved;

- Focus on profitability;

- All external partners (materials’ providers, human resources, distributors, etc.) actively participate in achieving total quality.

According to the philosophic dimension of TQM, the customer is the sole focus of the entire personnel and management of the organization and also of the external partners.

The logic behind the TQM concept is the following:

✔ Nothing is perfect, everything can be improved with the participation of the entire personnel;
All the departments from an organization and all the employees have an equal importance in achieving total quality, each employee representing a link that can strengthen or break the quality chain.

According to the technical dimension of the TQM, the quality achievement and improvement methods, the prevention, identification and the techniques of solving the problems that appear during the quality process are just as important (Dobrin, 2005).

Moreover, the defining elements of TQM are:

“TOTAL” – all processes, products and services from an organization are interlinked and involved in achieving and improving quality;

“QUALITY” – satisfying the customers’ needs by applying the “zero defects” concept and through continuous improvement of processes and results;

“MANAGEMENT” – quality is an issue of the management and in the quality achievement and improvement process, all the personnel must be involved (Dobrin, 2005).

Although organizations such as Bucharest City Hall lean towards the traditional view regarding quality management, the TQM has a specific role regarding the public administration, role that can is highlighted by the following aspects:

- Incidence in economy: it is accentuated by the importance of the public organizations in the global economy;
- Limited resources: the funding available is limited and the citizens’ expectations regarding the quality of the services provided are rising each day;
- Restating the demographic values: the public organization must implement public plans that are adequate and that improve the services provided at a lower cost. The citizens establish the public services standards, evaluate the services provided and will restate the demographic values;
- The justification of the public domain: the citizens, by paying taxes finance the activity of the public organizations, have higher expectations regarding the services provided by the public organizations than the services provided by the private ones;
- Citizens’ pressure: The need for quality services, transparency, justification of the expenditures and accountability must be taken into account by the public organization in order to survive (“Economia” Magazine, 2004).
3.2.2. House of quality

The house of quality, a design tool of management approach known as quality function deployment (QFD) was introduced in Japan, in the 1970s by companies such as Mitsubishi and Toyota and was subsequently used by Hewlett – Packard, AT&T, ITT, and so on.

The house of quality puts a special emphasis on the planning phase and on inter-departmental communication during this phase. Moreover, only with the client’s input, the company can design a product that will meet the client’s desires.

“The foundation of the house of quality is the belief that products should be designed to reflect customers' desires and tastes-so marketing people, design engineers, and manufacturing staff must work closely together from the time a product is first conceived. The house of quality is a kind of conceptual map that provides the means for interfunctional planning and communications.” (Hauser & Clausing, 1988).

The house of quality focuses on answering the following questions:

- What do customers want?
- Are all the preferences equally important?
- Will delivering perceived needs yield a competitive advantage?
- How can we change a product?
- How much do engineers influence customer - perceived qualities?
- How does one engineering change affect other characteristics? (Hauser & Clausing, 1988)

By answering these questions, a clear relationship between manufacturing functions and customers’ satisfaction is established.

The house of quality advocates a clear understanding of the voice of the customer and the voice of the engineer.

A special attention is paid to the customers’ needs and the following steps are taken:

- Identifying the customers’ needs;
Structuring the needs;

Prioritizing the needs;

Comparing customers’ perceptions.

Then, the following steps are taken by the engineers:

✓ Identifying design attributes;

✓ Comparing engineering measures;

✓ Developing the relationship matrix;

✓ Developing the roof matrix;

✓ Making other estimates.

The house of quality uses four “houses” to integrate informational needs. The team uses the house to understand the voice of the customer and to translate it into the voice of the engineer. Subsequent houses continue to deploy the voice of the customer through to parts characteristics, key process operations, and production requirements (Hauser, 1993).

Figure 3: Linked houses of quality

Source: Hauser and Clausing (1988)

Furthermore, the implementation of the house of quality model will contribute to breaking down functional barriers and to encourage teamwork, both aspects being essential to providing quality products and services.
3.2.3 Gap model

Another model of quality management is the gap model. The gap model was developed by Parasuraman, Zeithaml & Berry (1985) and it applies to service quality and service quality is more difficult to define and to evaluate.

Researchers and managers concur that service quality involves a comparison of performance and expectations. Service quality is a measure of how well the service level delivered matches customers’ expectations (Parasuraman, Zeithaml & Berry, 1985).

The gap model had initially 5 gaps:

Figure 4 (source: Parasuraman, Zeithaml & Berry, 1985)

Later on, Lovelock (2010) identified the following six gaps:

Gap 1: knowledge gap – is represented by the faulty management perception regarding consumers’ expectations;
Gap 2: policy gap – is represented by the management perception and the service quality standards. The managers opt to offer services below standards due to costs considerations.

Gap 3: delivery gap – is represented by the difference between the service quality standards and service delivery teams’ perception regarding the standards.

Gap 4: communication gap – is represented by the difference between the service delivery (what is actually delivered) and external communication (what it is said they will deliver). Advertising plays a key role here.

Gap 5: perception gap – is represented by the difference between the expected service and the perceived service, the difference between what is actually delivered and what the customers feel they have received because they were not able to judge the service quality accurately.

Gap 6: service quality gap – is represented by the difference between what the customers expect to receive and the perception of the service that it is actually delivered (Lovelock, 2010).

Taking into account the focus on the service quality, the public organizations should consider using the gap model in order to satisfy the citizens’ need and to insure the delivery of high quality services.

Moreover, each organization public or private should analyze the quality management models presented above and implement the most suitable one after adapting it to the organizational environment in order to insure that the customers’ needs and expectations are going to be met.

In my opinion, the total quality management model is the most complex model. TQM has a series of strengths such as: recognizing the importance of internal and external customers, teamwork, employee involvement and empowerment, bottom-up education and training, freedom through control. The weaknesses of the model are the complexity and the fact that it seems to be unattainable, an ideal that cannot be reached in reality.

The house of quality model seems to be suited for manufacturing companies. The careful planning and the customers’ input represent the strengths of the model. Also, due to the focus on the planning phases, the model gives the impression of being incomplete. Moreover, such a model would be very hard to be implemented in other types of organizations.

The gap model is a very interesting model which focuses on service quality. The strength of the model is measuring if the level of the delivered service matches customers’ expectations.
The main weakness is gap 2 – the policy gap. Since the usage of low quality service is deliberate due to cost reasons, it would be very hard to believe that the gap would be eliminated.

3.3 Quality Management Frameworks

Over the years a series of quality management frameworks were developed, such as: ISO quality standards (The ISO 9001:2008 standard will be described in detail in chapter 5), Common Assessment Framework (CAF) and EFQM.

3.3.1 Common Assessment Framework (CAF)

The Common Assessment Framework is a self assessment system available in the European Union. “The CAF is an easy-to-use, free tool to assist public-sector organizations across Europe in using quality management techniques to improve their performance.”

(http://www.eipa.eu/ - last updated January 30th, 2013)

Figure 5 (source: European Institute of Public Administration)

The CAF model is used by over 2,000 public institutions and benchmarking is an important part of CAF.

Overall, the CAF model is a very interesting model, but, in order to work, one has to assume that the facts could be presented in a subjective manner. The lack of involvement from a third party (certification or independent audit organization) makes the manipulation of data easier.
3.2.2 EFQM Excellence Model

An even more interesting framework is the EFQM Excellence Model. The EFQM is a complete framework for implementing an effective TQM approach. This framework is used by more than 30,000 public organizations in Europe.

The President of the European Council, Mr. Herman Van Rompuy said the following with regards to this quality management system: “All European organizations, both in the public and private sectors, are facing new challenges. The increasing pressure to compete on a global stage with limited resources means we all have to work together to secure our future prosperity, and that of generations to come…..The EFQM Excellence Model provides a framework that encourages cooperation, collaboration and innovation that we will need to ensure this goal is achieved.” (http://www.efqm.org/en/ - last updated December 2012)

EFQM has elements from the ISO Standards, but from the CAF as well. Furthermore, the EFQM vision is suitable with a change management approach due to its characteristics that can be seen bellow:

Figure 6 (source: www.efqm.org):

This system has a self assessment component as well, but in the second stage of the EFQM process, a site visit must be performed to validate the process. Moreover, as it is portrayed in Figure 6, the system has a partnership component. The partnership component could be used by the City Hall to create more active partnerships with the civil society in order to address common issues. This component would tackle another issue that the Romanian public administration, in general, is facing regarding the lack of citizens’ participation in the administrative processes.
The main differences between the three systems CAF, ISO and EFQM are brought by the assessment conducted. The CAF system is based on self assessment, hence it is fairly subjective. The ISO system is based on self assessment, internal and external (third party) assessment and continuous improvement. And the EFQM system is based on self assessment, internal and external (EFQM specialists), continuous improvement and recognition of results (awards).

In the following chapters, the ISO 9001:2008 Standard and the quality management system implemented by Bucharest City Hall are going to be presented and evaluated.
CHAPTER 4 – BUCHAREST CITY HALL & QUALITY CONCEPTS

4.1. Brief presentation of Bucharest City Hall

Bucharest is the capital city of Romania and is the main political, financial and cultural center of Romania, with a unique administrative status similar to a county (Romania is divided in 41 counties, each county comprising various cities and villages), but without actually being one.

The City is managed by the General Mayor as an executive authority and by the General Council of Bucharest, comprised from 55 elected councilors, as a legislative authority. The City is divided in 6 districts, each having a district mayor and a district council (Bucharest City Hall’s Quality Management Handbook, 2011).

The General Council of Bucharest is in charge of many institutions such as:

- Administrations (for instance: Streets Administration, Social Assistance Administration, Heritage Administration, Leisure, Lakes and Parks Administration, Hospitals Administration, etc.);

- Utilities companies (for example: Bucharest Public Transport Authority, water and sewage company, heating company, Inspection and Local Police General Department so on);

- Cultural institutions (for instance: theaters, Bucharest Circus, Bucharest Zoo, etc.);

- Other types of institutions (for example: Animals Protection Authority, Plants Protection Center, so on) (www.pmb.ro, last updated May 24th, 2013).

Bucharest City Hall is functioning under the provisions of the Law no. 215/2001 regarding the local public administration; the jurisdiction delimitation between the activity of Bucharest City Hall and that of district halls is mainly brought by the fact that the City Hall is in charge of the main roads and public services and the district halls are in charge of the secondary roads and the cleaning services.
The General Mayor is the head of the local public administration and of a specialized structure (See Figure 8).

Bucharest City Hall, through the specialized structure and units, carries out the decisions of the General Mayor and the General Council of Bucharest, decisions that are adopted in the interest of the local community.

The specialized structure of the General Mayor has the following layout:

Figure 8 (source: www.pmb.ro)
4.2. Bucharest City Hall’s Quality Management System

4.2.1. Quality and Bucharest City Hall

Various definitions of quality were presented in Chapter 3, the common thread of all the definitions being satisfying the customer’s needs. Each organization defines quality according to the unique characteristics regarding it. Since quality management systems were implemented in the beginning by the private sector, the systems must be adapted for the public sector in order to have the desired results.

Hence, quality in the public sector is defined in the following manner:

"Quality means providing services according to the citizens’ requirements” (Maragall, 1992).

„The extent to which a product or service is provided according to the client’s specifications and it is appropriate for its use” - Office of Management and Budget, USA, 1988, (Machado, 1999).

Regarding Bucharest City Hall, according to the General Mayor’s Statement and Commitment regarding Quality and Environment (2012) (see Appendix 3), the management of Bucharest City Hall is oriented towards satisfying the public interests of the collectivity and the needs of its citizens by providing high quality public services.

4.2.2. Quality factors

Taking into account a series of factors such as: transparency requirements; accountability requirements; institutional image improvement; management improvement; growing demands from the citizens; modernization of the system developed within Bucharest City Hall; various legal requirements, the management of Bucharest City Hall decided that the introduction of a quality management system was imperative and allocated the resources necessary to implement a system according to the ISO 9001:2000 Standard requirements and to receive the certification from a specialized institution.

On May 19th, 2004, Bucharest City Hall was awarded by Lloyd’s Register Quality Assurance (certification no.170500) the following standards regarding the Quality Management

Moreover, in October 2004, the Romanian Government adopted the Decision no. 1723/2004 which obligated the public institutions to implement the ISO 9001:2000 Standard regarding the quality of the services provided. At that time, the decision-making body considered that the ISO Standard was the most suitable for the Romanian public administration.

At present, Bucharest City Hall has the ISO 9001:2008 Standard Certification. The quality management system is applicable to: the management of services for local public administration.

4.2.3. Specific quality aspects

According to the Bucharest City Hall’s Quality Management Handbook (2011), the applicability domain of the Quality Management System within the City Hall regards the management of services provided to the City Hall’s clients.

The clients of the public services provided by the City Hall are: citizens, legal persons, economic agents, public institutions, central authorities, media and other beneficiaries of these services (Bucharest City Hall’s Quality Management Handbook, 2011).

Due to the diversity of “customers”, Bucharest City Hall took into consideration the following aspects regarding the implementation of the quality management system:

- “Fulfilling the requirements and the present and anticipated needs of the citizens;
- Taking into account the processes according to the added value;
- Obtaining results with regards to the performance and efficiency of each process;
- Measuring the fulfillment level of the objectives;
- Continuous improving of the processes by measuring them in an objective manner.” (Bucharest City Hall’s Quality Management Handbook, 2011)
Furthermore, each new mayoral term (4 years), the General Mayor of Bucharest adopts the Statement and Commitment regarding Quality and Environment in order to reinforce the fact that the focal point of the City Hall’s activity is meeting the citizens’ needs.

The Statement adopted in 2012 affirms that the first strategic objective is “focusing on the citizen and the requirements necessary for good governance and institutional functioning and decisional transparency” (The General Mayor’s Statement and Commitment regarding Quality and Environment, 2012). (See Appendix 3)

Moreover, from the beginning, the City Hall adopted the traditional view on quality management that is consistent with Joseph M. Juran’s and W. Edwards Deming’s theories.

The classic theory based on the three steps approach (quality planning, quality control and quality improvement – see Figure 1) represented the stepping stone for the Quality Management Department.

The first step – QUALITY PLANNING – each year, each department within the City Hall must adopt a series of quality objectives that reflect the strategic objectives that are set in the General Mayor’s Statement and Commitment regarding Quality and Environment.

The second step – QUALITY CONTROL – each year, all departments are submitted to an internal audit, an external audit and an auto-evaluation (the auto-evaluation takes place at the end of year).

The third step – QUALITY IMPROVEMENT – each year, when each department is setting its quality objectives, an improvement to the previous ones must be planned.

Furthermore, the quality management system is consistent with Deming’s Circle (See Figure 2). Usually, Deming’s Circle (See Figure 2) is presented without the 5th step – ANALYZE. In the case of the City Hall, the 5th step proved to be extremely important. Examples to demonstrate its importance include the change from activities to processes that took place in 2007 – 2009 and the introduction, in 2012, of a program-platform where the general objectives of the Mayor can be found (the program – platform is an eighty-four (84) pages document that can be found on the Mayor’s website http://sorinoprescu.ro/).

After a thorough analysis, the management of the City Hall decided that the activities approach was too broad and introduced the processes approach according to which all the steps, interfaces with other processes, documents, the time allotted for each activity and deadlines for all the important procedures, developed by the City Hall’s departments were described and approved.
Moreover, in 2012, the management of the Quality Management Service decided to fill in the gap between the strategic objectives and the specific objectives by introducing The General Mayor’s Program - Platform where a series of general objectives can be found.

4.2.4. Processes approach

As it was already states in the beginning of the present paper “The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management, can be referred to as the process approach.” (ISO 9001:2008).

According to Bucharest City Hall’s Quality Management Handbook (2011) a process is represented by “the set of correlated or linked activities that transform entry elements (inputs) in exit elements (outputs)”.

The backbone of the Bucharest City Hall’s quality management system is represented by processes.

Four types of processes were identified within the City Hall:

- Management processes - represent the processes that are related to strategic planning, including budgetary planning, design processes, quality management processes, including reporting, monitoring and auditing, etc.;

- First chain of value processes - include the processes regarding the adoption of General Mayor’s Decisions and Bucharest General Council’s Decisions aimed at developing the community, including public services management, patrimony management, environmental management, culture and education, and so on;

- External relations management processes - are represented by the processes related to public procurement, development of relationships with providers, PR, foreign affairs and protocol, etc.;

- Support processes - include maintenance processes, records management, internal logistics, and so on.
The interaction between the main categories of processes is represented in the figure 9:

Figure 9 (source: Quality Management Handbook, 2011)

According to the figure, the most important category of processes is external relations management processes due to the direct ties with the clients (citizens). These processes are triggered by a request from the City Hall’s clients or by the need to contribute to the development of the community. The requests must be answered in accordance with the specifications and limitations established by the national legislation (legal provisions). Also, the continuous lines represent the interfaces between processes and dotted lines represent the value added to processes.
Moreover, the main processes categories are further divided in the following sub-categories:

1) **Management processes:**
   - Development;
   - Structure design;
   - Processes management;
   - Human resources management.

2) **First chain of value processes:**
   - Development of the community;
   - Regulation;
   - Adjustment;
   - Inspection and control.

3) **External relations management processes:**
   - Management of the relationship with the providers;
   - Management of the collaboration relations;
   - Management of the relations with the beneficiaries;
   - Events and protocol;
   - Imagine promoting.

4) **Support processes:**
   - Infrastructure administration;
   - Financial and accounting management;
   - Information management;
   - IT management;
Within Bucharest City Hall, the Quality Management Service identified a total of 305 processes, 3,600 types of activities, 1,100 types of events, and 1,800 information carriers. The Quality Management Service described 174 processes out of the total of 305 (see Appendices 4 and 6 as examples).

There are two different types of processes:

- General processes used by all the departments within the City Hall;
- Specific processes used by specialized departments.

25 general processes were adopted within Bucharest City Hall. Furthermore, in its quest to satisfy the citizens’ needs, the City Hall adopted the following processes:

3.3.2.1 Solving petitions which will be analyzed in chapter 5;
3.3.2.3 Solving requests regarding public interest information;
3.3.2.4 Solving complaints;
3.3.5 Organizing consultations;
4.3.3 Administration of the Bucharest City Hall’s archives. (Bucharest City Hall’s Quality Management Handbook, 2011).

The numbers appearing at the beginning of each process correspond to the category “external relations management processes” (number 3) and to the category “support process” (number 4) and the rest of the numbers represent other types of sub-categories.
CHAPTER 5 ISO 9001:2008

5.1. General Aspects

Taking into account that all organizations have unique characteristics, the International Organization for Standardization adopted a series of aspects that must be considered by organizations when implementing a quality management system:

- Organizational environment;
- Organizational needs;
- Particular objectives;
- Services (products) provided;
- Processes determined;
- Size and organizational structure. (ISO 9001:2008)

Any organization that decides to implement a quality management system must adapt it to the aspects presented above.

Another characteristic of ISO 9001:2008 is the process approach: “This International Standard promotes the adoption of a process approach when developing, implementing and improving the effectiveness of a quality management system, to enhance customer satisfaction by meeting customer requirements.”

Before, ISO 9000:2004 focused on an activity approach which the Standard did not define. The standard stated that the quality management audit must be carried out for each activity. The activities approach, in the case of Bucharest City Hall was represented by a brief description of each department’s activity (without setting specific objectives for each activity) being set. Moreover, the links between various activities were not drawn.

ISO 9001:2008 promotes the following principles:

- Client orientation;
- Leadership – the managerial capacity of the top management;
- Personnel involvement;
- Process approach;
- Management approach as a system;
- Founding decisions based on data analysis;
- A mutual beneficial relationship with the providers;
- Continual improvement of all processes (Deming’s Circle).
The ISO 9001:2008 requirements are oriented toward effectiveness: “The organization shall continually improve the effectiveness of the quality management system through the use of the quality policy, quality objectives, audit results, analysis of data, corrective and preventive actions and management review.” (ISO 9001:2008)

In order for an organization to receive the ISO Certification the following steps must be carried out:

- **Documentation of the quality management system** (drawing up the documents requested by ISO 9001);
- **Implementation of the quality management system** (the documents must be made available and known to the entire personnel and must take into account all the records according to the requirements from the quality management system documentation);
- **Request addressed to a Quality Management System Certification Body**;
- **Evaluation of the quality management system in order to receive the certification according to the ISO 9001 requirements**;
- **Certificate issuing**;
- **Audit of the quality management system (internal and external)**.

The following documents must be developed by the organization:

- Quality Handbook (which can also be used as a PR tool);
- Statement regarding quality and quality objectives;
- Procedures (documents control, records control, internal audit, non-conform product control, correction and preventive measures);
- Documents necessary for an effective process planning, operation and control;
5.2. SWOT Analysis of ISO 9001:2008

Based on aspects such as: the review of ISO 9001:2008, personal observation and the results of the questions that were answered by the RIM personnel and the Head of the Quality Management Service during the interviews, I carried out a thorough examination of the Standard and identified the following strengths, weaknesses, opportunities and threats regarding ISO 9001:2008:

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Solid reputation of the International Organization for Standardization;</td>
<td>1. Focus on effectiveness and not on efficiency;</td>
</tr>
<tr>
<td>2. Focus on customers’ needs;</td>
<td>2. High consumption of resources in general;</td>
</tr>
<tr>
<td>3. Process approach;</td>
<td>3. Disregard of costs;</td>
</tr>
<tr>
<td>4. More detailed approach compared to the activities approach;</td>
<td>4. Incompatible with the New Public Management theories that advocate efficiency, effectiveness and economy (Rhodes, 1997);</td>
</tr>
<tr>
<td>6. Focus on continuous improvement;</td>
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<tr>
<td>7. Measurement of client satisfaction;</td>
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<tr>
<td>8. Consistent with traditional quality theories such as: Juran’s 3 steps to progress and Deming’s Circle;</td>
<td></td>
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<tr>
<td>9. Increased transparency.</td>
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</tbody>
</table>
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Improvement of the institutional image;</td>
<td>1. Involvement of a Certification Institution/Company;</td>
</tr>
<tr>
<td>2. Evaluation of the management;</td>
<td>2. Reputation of the Certification Institution/Company;</td>
</tr>
<tr>
<td>3. In-depth analysis of the system;</td>
<td>3. Impartiality accusations;</td>
</tr>
<tr>
<td>4. Establishment of clear responsibilities;</td>
<td>4. External perception that quality can be bought;</td>
</tr>
<tr>
<td>5. Continuous monitoring of the performance;</td>
<td>5. Diminished commitment, once the certification is obtained.</td>
</tr>
<tr>
<td>6. Processes improvement, when necessary;</td>
<td></td>
</tr>
<tr>
<td>7. Determining existing malfunctions;</td>
<td></td>
</tr>
<tr>
<td>8. Elimination of discovered malfunctions;</td>
<td></td>
</tr>
<tr>
<td>9. Increase accountability.</td>
<td></td>
</tr>
</tbody>
</table>

The elements presented in the analysis above were identified by the RIM personnel during the interviews.

Once an organization receives ISO certification, all the documents issued by that organization will bear the stamp of the certification company (for instance see the General Mayor’s Statement and Commitment regarding Quality and Environment – Appendix 3). The ISO certification validates the services provided by the organization in terms of quality and increases the public trust in it. The public organization will “borrow” from the image capital that the certification company poses. Moreover, receiving the ISO certification could prove to be highly beneficial in some cases, when a quality certification is a pre-requisite condition to obtaining for instance financial loans.
Also, in the case of the Romanian public organizations, the Romanian Government issued the obligation of receiving the ISO 9001 certification as a longtime measure to reduce bureaucracy in the public relations activities (Romanian Government’s Decision no. 1723/2004).

From a logistical point of view, the main advantage ISO 9001:2008 brings is the implementation of process approach. “The application of a system of processes within an organization, together with the identification and interactions of these processes, and their management to produce the desired outcome, can be referred to as the “process approach.”” (ISO 9001:2008)

“An advantage of the process approach is the ongoing control that it provides over the linkage between the individual processes within the system of processes, as well as over their combination and interaction.” (ISO 9001:2008)

According to Mr. Dinescu (2013) “The process approach provides a better overview of the interfaces between processes, resources required, input-output relation and responsibilities division.”

The main disadvantage of ISO 9001:2008 is the focus on effectiveness and not on efficiency. In the case of quality management effectiveness is seen as the extent to which a planned effect is achieved and efficiency is defined as the relationship between results achieved (outputs) and resources used (inputs). Efficiency can be enhanced by achieving more with the same or fewer resources (ISO 9001:2008, ISO 9004:2009). Hence, the focus of ISO 9001:2008 on effectiveness alone can be translated as a disregard for costs. This can prove to be very damaging, especially, when one is taking into account the limited funding that was brought on by the current financial crisis. Also, the focus on effectiveness rather than efficiency makes ISO 9001:2008 unsuitable for the total quality management approach.

Also, a threat to the institutional improvements made by the implementation of ISO 9001:2008, may be brought on by the fact that once the certification is obtained, a decrease in commitment may appear and the constant progress may slow down. For instance, in the case of Bucharest City Hall, the ISO 9001:2000 was obtained very rapidly, in one year, but the ISO 9001:2008 was received after two years.

Furthermore, the involvement of a certification company may create the suspicion that quality can be bought. This aspect is related to the reputation of the certification company and to the general unawareness regarding the efforts behind obtaining a quality certification.
Nevertheless, these negative aspects can be attributed to all ISO Standards and moreover, ISO 9001:2008 brings to light a more detailed approach and more control which, in theory at least, means more corrective and preventive measures, thus limiting the number of malfunctions and focusing on continuous improvement.

5.3. Specific aspects

Nevertheless, the implementation of a quality management system requires planning and a clear division of responsibilities, especially in the light of the elements presented above regarding the ISO 2008:9001 Standard implementation.

Hence, the Quality Management Service defines the responsibilities of all stakeholders in the Bucharest City Hall’s Quality Handbook.

The General Mayor:

- Defines the quality policy and the strategic and general objectives regarding quality and environment;
- Approves the resources necessary for the implementation, operation and improvement of the quality management system;
- Designates the Management Representative;
- Analyzes the report regarding the operation of the quality management system and decides what measures are to be taken in order to improve the effectiveness of the system;
- Approves all the documents regarding the quality management system (for instance: procedures, audit plan and so on).

Deputy Mayors 1 and 2 and the General Secretary

- Insure that the quality management requirements are implemented in the Deputy Mayors’ Offices and the General Secretary’s Office;
- Carry out the responsibilities designated by the General Mayor;
Analyze the state of quality management system and initiate corrective and preventive measures.

The Management Representative

The Management Representative is the General Director from the Operations General Department, the department where the Quality Management Service is located.

The responsibilities of the Management Representative are imperative for the functioning of the quality management system within Bucharest City Hall.

The Management Representative has the following quality responsibilities:

✓ Insures that all processes developed are stable and implemented in accordance with the reference standards;

✓ Periodically, issues a report to the General Mayor on matters regarding the operation and effectiveness of the system, report that also serves as a basis for improvement through the Integrated Management System Analysis Report;

✓ Represents the City Hall in the relationship with external parties;

✓ Verifies and approves all the documents regarding the quality management system;

✓ Identifies the corrective measures that must be taken in order to eliminate the malfunctions.

The General Directors

➢ Insure that all processes developed are stable and implemented in accordance with the reference standards;

➢ Coordinate the design and planning of the processes and projects administered by the subordinated departments in order to insure an effective functioning and a proper interaction with the other departments from the City Hall in order to satisfy the beneficiary’s needs and requests;
Answer for the performance of the processes coordinated and take corrective and preventive actions, when necessary.

*The Department Directors*

- Are in charge of the implementation and continuous improvement of the processes administered;
- Coordinate the design of the administered processes and name the participants in the teams created for the development of procedures;
- Answer for the performance of the coordinated processes or the processes where the department is simply a participant;
- Initiate corrective and preventive measures, when necessary;
- Analyze the discovered malfunctions and take the necessary measures to eliminate the breakdowns;
- Are in charge of the elimination of the identified malfunctions with regards to the processes developed in one’s department;
- Coordinate the planning activities in order to insure a continuous performance improvement;
- Establish the specific objectives to be obtained on a yearly basis;
- Report each semester on the implementation state of the specific objectives set at the beginning of the year;
- Name the Responsible for Integrated Management (RIM) at the departmental level.
The Heads of Services and Offices

- Respond for the continuous improvement of the quality management service within a service or office;
- Track the implementation state of the specific objectives designated by the Director and report to the Director;
- Elaborate the specific applicable procedures when they are nominated as team members;
- Analyze the results obtained and propose corrective and preventive measures, when necessary;
- Identify malfunctions and are in charge of solving breakdowns.

The Head of Quality Management Service

The Head of Quality Management Service along with the Management Representative have a key role regarding the planning, implementation and continuous improvement of the quality management system within Bucharest City Hall.

The Head of the Quality Management Services has the following quality responsibilities:

- Follows the implementation of the quality management system in all the departments within Bucharest City Hall;
- Manages the documents related to the quality management system;
- Draws up and modifies, if necessary, the Integrated Management Handbook and all the general and specific procedures developed within Bucharest City Hall;
- Makes sure that all the City Hall’s employees know the provisions of the Integrated Management Handbook and of the general and specific procedures, by carrying out training sessions, by introducing all the documents in the City Halls on-line platform (document management) and by e-mail;
- Manages the records and reports regarding the functioning of the quality management system;
- Participates in the development of the Integrated Management System Analysis Report;
Coordinates the training of the City Halls personnel regarding the quality management system documents;

Draws up the yearly Quality Management System Internal Audit Program and coordinates the actions taken in order to obtain the desired results;

Reports to the Management Representative regarding the results of the internal audits carried out;

Coordinates the evaluation activities of the internal auditors;

Draws up the Annual Training Program regarding the Quality Management System.

**Responsible for Integrated Management (RIM)**

- Follows the implementation of the measures regarding the quality management system and represents the link between the department and the Quality Management Service;
- Manages the quality management system documents;
- Makes sure that all department’s employees know the provisions of the quality management documents;
- Manages the records and reports regarding the analysis of the quality management system within the department;
- Makes sure that the director/head of service or office has all the data necessary to draw up the monthly quality management report;
- Coordinates the training sessions of the personnel within a department. (Bucharest City Hall’s Quality Management Handbook, 2011)

All the requirements related to the implementation of a fully functioning quality management system cannot be fulfilled without separating the roles and responsibilities of the Bucharest City Hall’s management and personnel.
5.4. Processes

Furthermore, in order to achieve the main goal of the quality management system according to the ISO 9001:2008 requirements, the enhancement of citizen’s satisfaction, the processes that represent the basis of service provision must be accurately developed and continuously improved.

Based on the operative meetings with the management and the specialized departments, the complexity of describing a process and the previous experience defining the activities developed by the City Hall’s departments, the Quality Management Service identified the following processes development phases:

- Identifying processes and sub-processes;
- Establishing the logical order for the processes;
- Establishing the interaction with the other identified processes;
- Establishing the legal applicable documents;
- Establishing deadlines and necessary resources;
- Establishing the responsibilities;
- Consultation;
- Negotiation;
- Establishing the entry and exit documents applicable for a particular process;
- Establishing the forms and necessary models;
- Elaboration of the procedure;
- Approval by the management of the specialized department;
- Approval by the General Mayor;
- Communication to the personnel;
- Internal audit by the Quality Management Service.
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Figure 11: Examples of processes developed in a public organization:

**Beneficiaries:**
- Clients;
- Stakeholders.

**Documents:**
- Requests;
- Petitions;
- Legal obligations to provide a service.

**Beneficiaries:**
- Clients;
- Stakeholders.

**Documents:**
- Replies;
- Action plans;
- Prefect’s Orders;
- Reports;
- Projects;
- Consultancy;
- Presentations;
- Analyses;
- Authorizations;
- Approvals;
- Financial documents;
- Administrative documents;
- Etc.
Moreover, a process must contain the elements presented in Figure 12 (source: Bucharest Quality Management Service):

**Figure 12 - Processes developed in a public organization**

<table>
<thead>
<tr>
<th>Responsible person</th>
<th>Deadline</th>
</tr>
</thead>
<tbody>
<tr>
<td>The employee in charge for a specific phase within the procedure.</td>
<td>The legal deadline established by a decision in order to carry out the activities within a specific phase from the procedure.</td>
</tr>
</tbody>
</table>

**The entry element** (document that triggers the process)

The first sub-process is represented by the registration of the entry element.

**Sub-process**

**DECISION**

**Sub-process**

Last sub-process – to provide the service to the beneficiary (citizen/other public institution or unit within the public institution).

**Proofs/records**

Documents, forms that attest that the procedure was carried out properly.

Legend

Process/sub-process

DECISION

Processes flow

Return to the decisional chain, after the decision is made.

What happens if during the decisional phase a non-conformity within the procedure is discovered?
5.4.1. Applicability of ISO 9001:2008 showcased by an example of a General Process from Bucharest City Hall using quality control flowchart (flux diagram) – Appendix 5

For a better understanding of the processes developed by the City Hall, I compiled flowcharts for a general process and a specific process (Appendix 4 & 6).

A quality control flowchart is a tool that graphically presents the steps in a process. This type of analysis is also used in the IT field, under the name of logical scheme.

“Flowcharting is a technique for displaying the nature and sequence of the different steps in delivering service to customers.” (Lovelock & Wirtz, 2010)

The role of a flowchart is to define the limits of a process and the sequence of steps. The flowchart enables the discovery of useless steps and consequently the improvement of the process. Moreover, the usage of flowcharts can lead to a clearer understanding of the processes within an organization.

In order to develop a quality flowchart, all the activities (steps) within a process are arranged in a successive sequence and for each type of activity a symbol is assigned.

Within Bucharest City Hall, 305 different processes were identified.

There are two types of processes developed in the City Hall:

- General processes – used by all the departments;
- Specific processes – used by each department in accordance with the specific activity.

At the core of Bucharest City Hall’s activity lies the process called Solving petitions.

This process refers to all the requests the City Hall’s departments receive from citizens, other public institutions, legal persons, NGOs, etc. The requests must be solved within the legal deadlines and in a suitable manner.

The objective set for this process is reducing the reply period to less than 25 days. According to the Governmental Ordinance no. 27/2002 regarding the manner of solving petitions, the reply must be given within a maximum of 30 days.
The process description can be seen in detail in Appendix 4.

The Solving petitions process is a very complex process with 55 steps, steps that were introduced in the flowchart from Appendix 5.

The limits of the processes are established: the process starts by receiving a petition and it closes when an answer to the petition is given.

The department that coordinates this process is the Public Relation Department through the Information and Documentation Center for Citizens’ Relation (IDCCR).

The most common scenario is the following: the IDCCR receives a petition, the petition is sent to the specific department, the department receives the petition, it analyses it and drafts the reply that is sent back to the IDCCR where the petitioner will pick up the answer from.

The procedure becomes more complicated when the answer must be compiled with the point of view of a subordinated local public interest unit.

Moreover, the flowchart illustrates the documents that are introduced in the entry-exit record and that are kept in the archive.

The principle guiding this process is the following: all petitions must enter and exit through the IDCCR.

Furthermore, the flowchart shows the interfaces between this general process and two other general processes.

In 2010, the City Hall received approximately 86,000 petitions, in 2011, around 84,000 petitions and, in 2012, about 77,000 petitions. These numbers include the petitions that were forwarded to other organizations. The average solving percentage is around 90%, meaning that the petitioners received a reply to the petition registered by the IDCCR.

At present, the Quality Management Service together with the Public Relations Department are evaluating the Solving petitions process in order to create a unified manner of solving the petitions received by fax.
5.4.2. Applicability of ISO 9001:2008 showcased by an example of a Specific Process from Bucharest City Hall using quality control flowchart (flux diagram) – Appendix 7

Process 3.4.1 is a specific process for the Foreign Affairs and Protocol Department (FAPD) and it details the procedure for organizing trips abroad for the personnel from the specialized bodies of the General Mayor and Bucharest General Council.

The general objective is optimizing the results of the meetings with foreign correspondent parties and the scorecard includes key performance indicators such as:

- The parties have common interests;
- There is an agenda for the visit and the agenda is accepted by the parties;
- The visit has predictable results;
- The is an action plan established after the visit;
- The action plan is lined up with the City Hall’s mission and strategic objectives.

The most difficult to control is the indicator regarding the implementation of the action plan established after a visit abroad. Usually, around 35 trips aboard take place yearly. The objective set for this process is attained in an average of 90% per year.

The process description, including the scorecard, can be seen in detail in Appendix 6.

The process regarding organizing trips abroad is a support process and due to the usage of public money many justificatory documents must be drafted.

Moreover, the scorecard, where key performance indicators are set, is essential to monitoring the results of such trips abroad and the alignment with the City Hall’s strategy.

In the flowchart, the limits of the process are established: the process starts with a request to organize a trip abroad and it is closed when a report regarding the results of the visit abroad is approved by the General Mayor.
The interfaces between the Organizing trips abroad process and other four processes are represented in the flowchart. Also, the certifications given by the Foreign Affairs and Protocol personnel are illustrated.

The present specific process became more complex compared to the previous version into force due to the interface with the financial processes that are yet to be approved.
CHAPTER 6 – WAYS FOR IMPROVEMENT & CONCLUSIONS

6.1. Assessment of Bucharest City Hall’s Quality Management System

The Quality Management Service has the following objective: “Implement, maintain and continuously improve the Integrated Management System of the management activities for the public administration services (ISO 9001:2008) and environmental protection activities (ISO 14001:2004) in order to fulfill the policies and objectives set in the General Mayor’s Statement and Commitment regarding Quality and Environment.” (Bucharest City Hall’s Internal Regulations – GCD no. 174/2010)

During the implementation process of the quality management system at Bucharest City Hall, the Quality Management Service faced the following challenges:

- Involvement of the management from each department – low support in the implementation process of the quality management system;
- Inter and intra-department communication – lack of communication during the processes’ development phases (establishing responsibilities, consultation and negotiation phases);
- Assigning SMART (specific, measurable, attainable, relevant and timely) objectives – establishing realistic objectives that can be measured with SMART key performance indicators;
- Drafting of a Quality Handbook (communication with third parties involved such as similar organizations and consultants);
- Personnel turnover – frequent changes of the personnel Responsible for Integrated Management.

Furthermore, some of the challenges faced were not overcome by the Quality Management Service and can also be found in the SWOT analysis of the quality management system.
Based on aspects such as: the review of the quality management system, personal observation and the responses to the questions that were answered by the RIM personnel and the Head of the Quality Management Service during the interviews, I identified the strengths, weaknesses, opportunities and threats regarding the quality management system implemented by Bucharest City Hall:

**SWOT ANALYSIS OF THE QUALITY MANAGEMENT SYSTEM**

<table>
<thead>
<tr>
<th><strong>STRENGTHS</strong></th>
<th><strong>WEAKNESSES</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Focus on customers’ needs;</td>
<td>1. Legislative limitation to ISO quality management system;</td>
</tr>
<tr>
<td>2. Image improvement;</td>
<td>2. High bureaucracy;</td>
</tr>
<tr>
<td>3. Strategic approach;</td>
<td>3. Low involvement (support) from Bucharest City Hall’s personnel;</td>
</tr>
<tr>
<td>4. Establishing strategic, general and specific objectives;</td>
<td>4. Insufficient staff in the Quality Management Service;</td>
</tr>
<tr>
<td>5. Uniformity regarding records and approach undertaken;</td>
<td>5. Insufficient training for the RIM personnel;</td>
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<tr>
<td>6. Detailed approach (process approach);</td>
<td>6. Hardship in assigning objectives that encompass the requisites of SMART criteria.</td>
</tr>
<tr>
<td>7. Continuous improvement;</td>
<td></td>
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<tr>
<td>8. Identifying links and connections;</td>
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</tr>
<tr>
<td>9. Identifying gaps and malfunctions;</td>
<td></td>
</tr>
<tr>
<td>10. Corrective and preventive measures to eliminate malfunctions;</td>
<td></td>
</tr>
<tr>
<td>11. Measurement of client satisfaction;</td>
<td></td>
</tr>
<tr>
<td>OPPORTUNITIES</td>
<td>THREATS</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------</td>
</tr>
<tr>
<td>1. Periodical assessment;</td>
<td>1. Insufficient commitment from some members of the management;</td>
</tr>
<tr>
<td>2. Improvement of inter and</td>
<td>2. RIM personnel turnover;</td>
</tr>
<tr>
<td>intra-department communication;</td>
<td>3. External perception that quality can be bought due to the involvement of a Certification Company;</td>
</tr>
<tr>
<td>3. Improving work life (conditions);</td>
<td>4. Decreasing commitment, once the certification is obtained;</td>
</tr>
<tr>
<td>4. Identifying information carriers;</td>
<td>5. Fear of responsibility and accountability;</td>
</tr>
<tr>
<td>5. Improvement of information systems;</td>
<td>6. Specific public officials’ mindset, resistant to changes.</td>
</tr>
<tr>
<td>6. Increasing accountability.</td>
<td></td>
</tr>
</tbody>
</table>

The table comprises the answers given by the personnel Responsible for Integrated Management during the interviews.

According to the General Mayor’s Statement and Commitment regarding Quality and Environment, the quality management system implemented within Bucharest City Hall focuses on meeting citizens’ needs (See Appendix 3).

In order to satisfy and/or improve the satisfaction level of the citizens regarding the provided public services, Bucharest City Hall created a strategic approach centered on processes.

Moreover, this approach brought uniformity regarding the institutional and departmental records and regarding the description of the processes identified. The Quality Management Service issued a general recommendation during 2011-2012 audits for all the City Hall’s department to use a specific approach to registering documents in the departmental entry – exit record. As for the process approach, once the Quality Management Handbook entered into force in 2008 all the departments had the obligation to comply with its provisions.
Other important strengths include continuous improvement, identifying links and malfunctions and setting corrective and preventive measures in order to eliminate and avoid malfunctions.

Also, based on the interviews, review of the official documents and personal experience, I was able to identify a series of weaknesses.

One of the main weaknesses is the legislative limitation. According to the provisions from Chapter III from The Romanian Government’s Decision no. 1723/2004, the public institutions in Romania are obligated to implement “the quality management service, respectively the quality services certification process - ISO 9001 for services to the citizens.” (Romanian Government’s Decision no. 1723/2004)

Hence, for the implementation of other quality management systems such as Common Assessment Framework (CAF) for European Union’s members or the EFQM Excellence Model, the national legislation must be changed.

Furthermore, the implementation of a quality management system with clear responsibilities will increase the level of bureaucracy due to the fear of accountability. Examples highlighting this hypothesis may include the increase in the number of forms used or the number of signatory departments on a document.

The other weaknesses identified such as low involvement from Bucharest City Hall’s personnel, insufficient trainings for the RIM personnel and hardships in assigning SMART objectives, may be solved by increasing the awareness regarding the advantages of the system and the frequency and duration of the training courses.

Almost all the interviewees complained about the low involvement of the City Hall’s personnel regarding the implementation of the quality management system. A Responsible for Integrated Management said the following “They simply do not pay attention when I present the quality documents”. Regarding the low commitment of the management, an example highlighting this aspect may be the attendance of less than a third of the total number of departments of the City Hall at the last quality management meeting (23 May 2013).

The implementation of the quality management system presented Bucharest City Hall with a series of opportunities, the most important being the continuous assessment of the processes and activity and the increasing accountability.
Moreover, the analysis reveals a series of threats. One of the most difficult threats to surpass is represented by the mindset resistant to change which is probably one of the causes of the insufficient commitment from some of the management members. In order to eliminate this threat, a long term change strategy must be developed and implemented. An example regarding the resistance to change is represented by the two year period it took to switch from the activities approach to the process approach. According to the representatives from the Quality Management Service, the City Hall’s employees were used to the old approach and were not very cooperative when the change process began.

During the interviews with the Head of the Quality Management Service, a logistical issue was discovered: the placement of the Quality Management Service within the General Operations Department (See Figure 8). This issue brings hardships when auditing the others departments subordinated to the General Operations Department. In order to give more credibility and the necessary power, the Quality Management Service should be subordinated only to the General Mayor. Mr. Dinescu stressed out the fact that the Quality Management Service does not have the same authority as a department.

Nevertheless, the findings in the SWOT table reveal more positive aspects than negative ones and the current system implemented can be viewed as a good foundation for growth, modernization and improvement.

### 6.2. Ways for improvement

According to Juran (1951), the three steps to quality progress are: quality planning, quality control and quality improvement.

Furthermore, Juran identified the following essential elements:
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Figure 13 (source: Goetsch & Davis, 2006):

1. Achieve structured improvements on a continual basis combined with dedication and a sense of urgency.
2. Establish an extensive training program.
3. Establish commitment and leadership on the part of higher management.

**Figure 1–7**

Juran’s Three Basic Steps to Progress

*Source: Stephen Useic, Zen Leadership: The Human Side of Total Quality Team Management (Loudonville, OH: Mohican, 1993), 37.*

The elements above may be applied in the case of Bucharest City Hall.

Goetsch & Davis (2006) present the following quality management characteristics for the future:

- Total commitment to increase the value for customers, investors and employees;
- Understanding that market driven is referring to the fact that quality is defined by the customers and not by the company;
- Continuous improvement and understanding;
- Pursuing continuously four objectives: customer’s satisfaction, cost leadership, effective human resources and integration with the supplier base;
- Fundamental improvement through knowledge, skills, problem solving and teamwork.

In order for Bucharest City Hall to improve the quality management system, one must consider various actions to eliminate the weaknesses and threats identified in the SWOT analysis.
The table below shows the complexity of the links between the factors identified in the SWOT analysis of the quality management system.

<table>
<thead>
<tr>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Focus on customers’ needs;</td>
<td>1. Legislative limitation;</td>
</tr>
<tr>
<td>2. Image improvement;</td>
<td>2. High bureaucracy;</td>
</tr>
<tr>
<td>3. Strategic approach;</td>
<td>3. Low involvement from Bucharest City Hall’s personnel;</td>
</tr>
<tr>
<td>4. Establishing strategic, general and specific objectives;</td>
<td>4. Insufficient staff in the Quality Management Service;</td>
</tr>
<tr>
<td>5. Uniformity;</td>
<td>5. Insufficient training for the personnel responsible for quality management;</td>
</tr>
<tr>
<td>6. Detailed approach (process approach);</td>
<td>6. Hardship assigning objectives that encompass the requisites of SMART criteria.</td>
</tr>
<tr>
<td>7. Continuous improvement;</td>
<td></td>
</tr>
<tr>
<td>8. Identifying links and connections;</td>
<td></td>
</tr>
<tr>
<td>9. Identifying gaps and malfunctions;</td>
<td></td>
</tr>
<tr>
<td>10. Corrective and preventive measures to eliminate malfunctions;</td>
<td></td>
</tr>
<tr>
<td>11. Measurement of client satisfaction;</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>OPPORTUNITIES</th>
<th>THREATS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Periodical assessment;</td>
<td>1. Insufficient commitment from some members of the management;</td>
</tr>
<tr>
<td>2. Improvement of inter and intra-department communication;</td>
<td>2. RIM personnel turnover;</td>
</tr>
<tr>
<td>3. Improving work life;</td>
<td>3. External perception that quality can be bought due to the involvement of a Certification Company;</td>
</tr>
<tr>
<td>4. Identifying information carriers;</td>
<td>4. Decreasing commitment, once the certification is obtained;</td>
</tr>
<tr>
<td>5. Improvement of information systems;</td>
<td>5. Fear of responsibility and accountability;</td>
</tr>
<tr>
<td>6. Increasing accountability.</td>
<td>6. Specific public officials’ mindset, resistant to changes.</td>
</tr>
</tbody>
</table>
The green arrows represent positive links and the red ones, negative links. Thus, by influencing one factor, other factors may be impacted as well.

For instance the low involvement (commitment) of the City Hall’s personnel may be caused by a series of factors, one of might be the low commitment of some management members.

The low involvement and commitment from the City Hall’s personnel may be solved by trainings. It is imperative for the employees to understand the benefits the quality management system brings.

By implementing the quality management system and the process approach, all the departments involved in a process must collaborate together to describe the procedures to be implemented. This represents an opportunity to improve the communication between departments and to clarify some of the existing issues (misunderstandings and preconceptions). Furthermore, an opportunity to improve one’s work life (conditions) is created.

Moreover, in the case of the management members a proper understanding of the quality management system and adhering to the quality management philosophy are imperative because one can influence the entire department by leading by example.

The low commitment to the quality management system may be linked to some public officers who might have a mindset resistant to change. According to Fasching (2012) one of the limitations of New Public Management is represented by the history and traditions in behavior in public administrations. Moreover, the second phase during the process of change management is the persistence to change (for instance acceptance of new management, introducing new rules and regulation, re-organization, new technologies, etc.).

Figure 14 (Source: Recklies, 2001)
In order to eradicate this phenomenon, a change (motivational change, decisional change or a change regarding how responsibilities are divided throughout the organization) must be implemented in the City Hall’s management. This is one of the major challenges the City Hall must overcome, but once such a change takes place, significant improvements will be visible. Two thirds of the interviewees considered that a motivational change would be highly beneficial and Mr. Dinescu suggested the implementation of an awarding system for the best Responsible for Integrated Quality.

Also, a better understanding of the key concepts as assigning SMART objectives, establishing key performance indicators and so on by the RIM personnel can be obtained by participating in an extensive quality management training program. At present, a person who is appointed Responsible for Integrated Management receives eight hours of training in order to understand the tasks involved. The period of time is insufficient for gaining in-depth knowledge about quality management. Moreover, public officers in Romania have the right and the obligation to continuously improve their abilities and knowledge according to the provisions of Law no. 188/1999 regarding the status of public officers. Perhaps attending a training course in quality management every two years, besides the trainings related to the specific activity, could prove to be an effective measure.

Another important threat determined by the SWOT analysis was the RIM personnel turnover. A solution to this problem may be assigning two persons in charge of the Integrated Management System in each department. Thus, when one person leaves, the second RIM can carry out the duties and help the new RIM in understanding the concepts and responsibilities involved.

According to the evaluation of the system a series of opportunities were established.

The improvement of information systems can be an effective tool against redundancy. The City Hall must take advantage, where possible, of the existing technology in order to decrease it. Not to mention the fact that this aspect would be consistent with the specific environmental objectives Bucharest City Hall has adopted.

The City Hall must improve the current integrated management system that is focusing on quality and environment in order to include information security and the security of the employees.

Furthermore, in accordance with the European Union’s legislation and with Order no. 946/2005 of the Minister of Finance, the City Hall is obligated to implement, control and improve standards of internal/managerial control, including risks management.
The Quality Management Service would be in charge of the development of internal/managerial control standards and of the procedures necessary for the implementation of such standards.

The reasoning behind the decision to create standards regarding risks management is the following:

“Risk-taking is an inherent trait of any enterprise. There can be no growth or creation of value in a company without risk-taking. However, if risks are not properly managed and controlled, they can affect the company’s ability to attain its objectives. Risk management and internal control systems play a key role in directing and guiding the company’s various activities by continually preventing and managing risks.” (http://www.amf-france.org - last updated February 2nd, 2013)

The Order mentions the following categories of standards:

- Control environment (ethics, integrity, responsibilities, sensitive positions, etc.);
- Performance and risks management (objectives, planning, performance monitoring and so on);
- Information and communication (including identifying malfunctions);
- Control activities (procedures, strategies, access to resources, etc.
- Audit and evaluation. (Minister of Finance Order no. 946/2005 regarding internal/managerial control code)

The City Hall must coordinate its quality strategy especially with performance and risks management standards in order to avoid malfunctions and to eradicate some of the weaknesses and threats identified in the SWOT analysis.

Of course, there are other quality management systems that may be considered such as the Common Assessment Framework (CAF) for European Union’s members or the EFQM Excellence Model which were described in Chapter 3.

Unfortunately, due to the legislative limitations brought by the Romanian Government’s Decision no. 1723/2004, Bucharest City Hall cannot use systems other than ISO. Nevertheless, the legislation can be changed to accommodate the quality systems mentioned above.
At the same time, the City Hall cannot ignore Mr. Van Rompuy’s warning presented in Chapter 3 regarding the financial challenges that public institutions are facing.

Hence, the City Hall must take into account the possibility of obtaining the ISO 9004:2009 Certification. ISO 9004:2009 is more complex than ISO 9001:2008 and it focuses on efficiency and on reducing the costs. One of the biggest weaknesses that ISO 9001:2008 has is the disregard for costs. Furthermore, ISO 9004:2009 is centered on organizational sustainability.

“The organization can achieve sustained success by consistently meeting the needs and expectations of its interested parties, in a balanced way, over the long term.” (ISO 9004:2009)

Figure 15 (source: ISO 9004:2009):

Moreover, Bucharest City Hall could consider participating in the quality contest organized by the Foundation “Romanian Award for Quality” J.M. Juran. The Foundation offers 6 types of awards for public sector organizations, NGOs and private companies and enterprises. (www.fundatia-juran.ro – last updated November 9th, 2011)
6.3. Conclusions

The implementation of ISO 9001:2008 has contributed immensely to the development of the City Hall’s strategy. In order to comply with the requirements of the standard, the gap between the strategic objectives established in the General Mayor’s Statement and Commitment Regarding Quality and Environment (Appendix 1) and specific departmental objectives (See Appendix 7 as an example) had to be eliminated. This was achieved by introducing The General Mayor’s Platform where a series of general objectives were identified.

ISO 9001:2008 is a model for improving the processes developed within Bucharest City Hall due to the following aspects:

- Specific objectives set for each process developed (scorecard where possible);
- Specific departmental objectives are linked to the processes implemented (Appendix 8);
- Stakeholders are specified in the process descriptions;
- Continuous control (internal and external);
- Continuous assessment;
- Corrective and preventive measures are taken to eliminate malfunctions.

All the aspects identified above are important, but the continuous assessment is the most valuable aspect by far.

There are two types of assessments:

1) Internal assessment regarding the status of the specific departmental objectives which is carried out by the departmental Director at the end of each year;

2) Internal or external assessment of processes.

The assessment regarding the status of the specific departmental objectives reveals how the organizational strategic objectives are linked to the general objective and how the general objectives are linked to the specific objectives and how the specific objectives are linked to the specific processes. The analysis shows the ways and the percentages in which the specific objectives, based on the processes implemented in a department, were achieved.
The internal and external audits take place each year. During the internal audit the general and specific processes are evaluated. The evaluations represent the basis for the improvement of processes. For instance, the procedure described by the Process no. 3.4.1. regarding trips abroad was audited in September 2012. The conclusion was to review the procedure. The 2nd version of the procedure was approved in December 2012. The new versions simplified the procedure considerably, by removing one of the signatory departments and by introducing the tally sheet (Appendices 6 & 7).

The process approach represents the core of ISO 9001:2008 and a good foundation for the City Hall, but the economic crisis and the budgetary limitations make the implementation of a quality management system based on efficiency a necessity. In this context, effectiveness is perceived as what was achieved compared to what was planned and efficiency is seen in the same manner but with the minimum amount of resources (lower costs).

The City Hall should implement the ISO 9004:2009 Standard that focuses on efficiency and sustained success. ISO 9004:2009 centers around processes as well, but the City Hall must take into account aspects such as:

- Continually monitor and regularly analyze the organization's environment, including its customers' needs and expectations, the competitive situation, new technologies, political changes, economic forecasts, or sociological factors;
- Identify and determine the needs and expectations of other interested parties;
- Assess its current process capabilities and resources;
- Develop effective and efficient processes;
- Identify future resource and technology needs;
- Use the resources in an efficient manner;
- Update its strategy and policies;
- Identify the outputs necessary to meet the needs and expectations of the interested parties. (ISO 9004:2009)
Moreover, ISO 9004:2009 takes matters a step further concentrating on strategy and policy formulation whereas ISO 9001:2008 focuses on a strategic decision.

Although the two standards are complementary, they can be used independently and the implementation of ISO 9004:2009 would be very hard to achieve, if ISO 9001:2008 were not previously implemented by an organization.

The main focus for Bucharest City Hall would remain meeting the citizen’s needs, but taking into account the other interested parties (similar organizations, providers, consultants, civil society, etc.), especially regarding funds.

The implementation of ISO 9004:2009 and the implementation of the internal/managerial control standards would contribute greatly to improving the existing quality management system and would be essential to eliminating weaknesses and threats.

According to the General Mayor’s Statement and Commitment regarding Quality and Environment, “focusing on the citizen and the requirements necessary for good governance and institutional functioning and decisional transparency” represents a strategic objective that obligates the City Hall to continuously improve its performance.

In conclusion, by maintaining and improving the Quality Management System, Bucharest City Hall has a multidimensional vision that can meet and satisfy the existing and potential needs of all the interested parties.
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

BIBLIOGRAPHY:

13. General Council’s Decision no. 174/2010 regarding Bucharest City Hall’s Internal Regulations;
14. General Mayor’s Statement and Commitment regarding Quality and Environment, 12.12.2012;
15. Governmental Decision no. 1723/2004 regarding the approval of the measures to reduce bureaucracy in the public relations activities;
22. Law no. 188/1999 regarding the status of public servants, Section 3 Public servants further professional development;


26. Minister of Finance Order no. 946/2005 regarding internal/managerial control code;


APPENDICES

Appendix 1 – List of interviewees
Appendix 2 – List of questions
Appendix 3 – Bucharest General Mayor’s Statement and Commitment Regarding Quality and Environment
Appendix 4 – Solving petitions (general process)
Appendix 5 – Flowchart - Solving petitions
Appendix 6 – Organizing trips abroad (specific process)
Appendix 7 – Flowchart - Organizing trips abroad
Appendix 8 – Objectives’ planning – Foreign Affairs and Protocol Department
## APPENDIX 1 - LIST OF INTERVIEWEES

<table>
<thead>
<tr>
<th>No.</th>
<th>Bucharest City Hall’s Department</th>
<th>Name</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Heritage Department</td>
<td>Dragos Renaud</td>
<td>05.12.2012</td>
</tr>
<tr>
<td>11.</td>
<td>Public Relations and Information Department</td>
<td>Liviu Ghiţă</td>
<td>08.01.2013</td>
</tr>
<tr>
<td>12.</td>
<td>Information Systems Department</td>
<td>Elena Olteanu</td>
<td>08.01.2013</td>
</tr>
<tr>
<td>13.</td>
<td>Urbanism Department</td>
<td>Diana Olteanu</td>
<td>08.01.2013</td>
</tr>
<tr>
<td>14.</td>
<td>Budget Department</td>
<td>Luminiţa Anghel</td>
<td>09.01.2013</td>
</tr>
<tr>
<td>15.</td>
<td>Technical Support Administrative Service</td>
<td>Nicoleta Nicolescu</td>
<td>09.01.2013</td>
</tr>
<tr>
<td>16.</td>
<td>Incomes Department</td>
<td>Maricica Petraru</td>
<td>09.01.2013</td>
</tr>
<tr>
<td>17.</td>
<td>Civil Defense and Protection Department</td>
<td>Gheorghe Martin</td>
<td>10.01.2013</td>
</tr>
<tr>
<td>18.</td>
<td>Financial Accounting Department</td>
<td>Mariana Bârbulescu</td>
<td>10.01.2013</td>
</tr>
<tr>
<td>19.</td>
<td>Financial Control Service</td>
<td>Valerica Moldoveanu</td>
<td>10.01.2013</td>
</tr>
<tr>
<td>20.</td>
<td>Environment Department</td>
<td>Monica Nazare</td>
<td>17.01.2013</td>
</tr>
<tr>
<td>21.</td>
<td>Legal and Technical Assistance Department</td>
<td>Gabi Florea</td>
<td>17.01.2013</td>
</tr>
<tr>
<td>22.</td>
<td>Projects Management and Foreign Funds Department</td>
<td>Isabela Floriană Popescu</td>
<td>17.01.2013</td>
</tr>
<tr>
<td>23.</td>
<td>Quality Management Service</td>
<td>Iuliana Mihaela Ioniţă</td>
<td>17.01.2013</td>
</tr>
<tr>
<td>24.</td>
<td>Investments Department</td>
<td>Mariana Lungu</td>
<td>17.01.2013</td>
</tr>
<tr>
<td>25.</td>
<td>Legal Department</td>
<td>Radu Mircea Lonean</td>
<td>18.01.2013</td>
</tr>
<tr>
<td>26.</td>
<td>Public Utilities Department</td>
<td>Gabriela Vintilă</td>
<td>18.01.2013</td>
</tr>
<tr>
<td>27.</td>
<td>Human Resources Management Department</td>
<td>Nina Mateescu</td>
<td>18.01.2013</td>
</tr>
</tbody>
</table>
APPENDIX 2 – LIST OF QUESTIONS

1. State the department you represent.
2. Briefly describe the activity of your department.
3. In general, do you believe that the implementation of a quality management system in a public organization is a necessity?
4. Briefly describe the problems faced regarding the implementation of the quality management system in your department.
5. Did the activity of your department improved since the introduction of ISO 9001:2008 improved and how?
6. What are, in your opinion, the advantages and disadvantages of ISO 9001:2008?
7. What are, in your opinion, the advantages and disadvantages of the quality management system implemented in the City Hall?
8. What recommendations for the improvement of the system would you suggest?
APPENDIX 3 - BUCHAREST GENERAL MAYOR’S STATEMENT AND COMMITMENT REGARDING QUALITY AND ENVIRONMENT

In June 2008, a new team took over the management of Bucharest City Hall, a team led by a politically independent mayor, formed by young and competent people, decided to improve the administrative performance of the institution.

In June 2012, the confidence in this team was materialized by a new term serving the citizens of the Romanian capital city. We did a lot, but there is still a lot to be done.

**Bucharest is our home and we need to take care of it!**

Bucharest City Hall’s mission is to offer quality services and to give the city back to the citizens who not only want to inhabit it, but to truly live in a civilized and comfortable manner and to be proud of their city and enjoy it.

The citizen’s desires and requests became my and my team’s desires and requests which determined us to follow a couple of strategic objectives:

- focus on the citizen and the requirements necessary for good governance and institutional functioning and decisional transparency;
- continuous improvement of public health services, security services, social assistance services, public utilities services, transport and traffic, emergency situations management, services for the protection of stray animals;
- promotion of culture, tourism, arts and sport, education, traditions and entertainment, heritage protection and development;
- infrastructure and urban landscape development and appliance to the requirements of an expanding European capital city;
- economic and foreign relations development;
- continuous improvement of the environmental conditions and the prevention of air pollution, water and soil caused by the City Hall’s activity and by its contractors.

The quality of services offered to the Romanian capital’s citizens and the protection of the environment are closely related to Bucharest’s sustainable development strategy and defining values. In this respect, our guidelines regarding quality and environment are in accordance with the international standards ISO 9001:2008 and ISO 14001:2004.

Through this document I commit to support the quality and environment policy and to make sure that all the resources necessary to fulfill the strategic objectives for the continuous improvement of the services and of the performance of Integrated (quality and environment) Management System designed, implemented and maintained within the City Hall.


**GENERAL MAYOR**

Prof. Dr. Sorin Mircea OPRESCU
### APPENDIX 4 – SOLVING PETITIONS (GENERAL PROCESS)

<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Responsibility</th>
<th>Action</th>
<th>Documents</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1</td>
<td>Receiving the petition</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Open the petition and forward it to the appropriate department.</td>
</tr>
<tr>
<td>1.2</td>
<td>Reviewing the petition</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Review the petition for accuracy and completeness.</td>
</tr>
<tr>
<td>1.3</td>
<td>Assigning the petition</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Assign the petition to the appropriate department.</td>
</tr>
<tr>
<td>1.4</td>
<td>Implementing the solution</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Implement the solution as specified in the petition.</td>
</tr>
<tr>
<td>1.5</td>
<td>Verifying the solution</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Verify the solution to ensure it meets the requirements.</td>
</tr>
<tr>
<td>1.6</td>
<td>Documenting the solution</td>
<td>Internal team</td>
<td>Open</td>
<td>Petition</td>
<td>Document the solution for future reference.</td>
</tr>
</tbody>
</table>

The above table outlines the general process for solving petitions within the organization. Each step is assigned to a specific internal team, and the responsible parties are documented for transparency and accountability.
<table>
<thead>
<tr>
<th>Step</th>
<th>Description</th>
<th>Responsible Party</th>
<th>Departments</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.51</td>
<td>Checking the application form</td>
<td>Director of the Department</td>
<td>Department's employee</td>
<td>10 days</td>
</tr>
<tr>
<td>1.52</td>
<td>Verifying compliance with the conditions</td>
<td>Director of the Department</td>
<td>Department's employee</td>
<td>10 days</td>
</tr>
<tr>
<td>1.53</td>
<td>Approving the application</td>
<td>Director of the Department</td>
<td>Department's employee</td>
<td>10 days</td>
</tr>
<tr>
<td>1.54</td>
<td>Issuing the permit</td>
<td>Director of the Department</td>
<td>Department's employee</td>
<td>10 days</td>
</tr>
<tr>
<td>1.55</td>
<td>Issuing the permit</td>
<td>Director of the Department</td>
<td>Department's employee</td>
<td>10 days</td>
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</tbody>
</table>

**Bucharest City Hall**
<table>
<thead>
<tr>
<th>No.</th>
<th>Description</th>
<th>Responsible</th>
<th>Responsible's Role</th>
<th>SD/OFICE</th>
<th>SD/OFICE's Role</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>25</td>
<td>If for adding the petition, information from SD/OFICE is needed - identifying the archivist field.</td>
<td>ADAS employee</td>
<td>Department's employee</td>
<td>ADAS Office</td>
<td>ADAS Office</td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>30</td>
<td>Searching in inventories</td>
<td>ADAS Employee</td>
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<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>31</td>
<td>In case the file cannot be found jump to activity 41</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>32</td>
<td>Requiring additional information return to activity 17</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>33</td>
<td>Identifying year and file number</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>34</td>
<td>Taking out the file from the storage room</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>35</td>
<td>Filling in the storage room record</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>36</td>
<td>Checking the information from the file</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>37</td>
<td>Ascending the line in the archivist field</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
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<tr>
<td>38</td>
<td>Signing for returning the file in the storage room record</td>
<td>ADAS Employee</td>
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<td></td>
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<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>39</td>
<td>Jump to activity 41, writing reply</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
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<td>Only for replies that require a verification of the archivist field.</td>
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<td>40</td>
<td>Writing “Dear copy of the original document?” (head of ADAS)</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
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<tr>
<td>41</td>
<td>Drafting reply (minimum 2 copies)</td>
<td>ADAS Employee</td>
<td></td>
<td></td>
<td></td>
<td>Only for replies that require a verification of the archivist field.</td>
</tr>
<tr>
<td>42</td>
<td>Verifying and approval signing of the reply</td>
<td>ADAS Deputy</td>
<td>Direct method of service</td>
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<td></td>
<td>The number of copies will be calculated.</td>
</tr>
<tr>
<td>43</td>
<td>Obtaining needed data from SD/OFICE &amp; departments record</td>
<td>SD/OFICE employee</td>
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<td></td>
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<tr>
<td>44</td>
<td>Drafting the reply and sheet sent to SD/OFICE</td>
<td>Department's employee</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>45</td>
<td>Sending replies and reply sheets to SD/OFICE &amp; jump to activity 48</td>
<td>Departments employee</td>
<td>Internal service</td>
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<td>46</td>
<td>Jump to activity 48</td>
<td>ADAS employee</td>
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<td>47</td>
<td>Sending the reply to SD/OFICE's crackers</td>
<td>Departments employee</td>
<td>Internal service</td>
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<td>48</td>
<td>Keeping a copy after the reply</td>
<td>Departments employee</td>
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<tr>
<td>49</td>
<td>Receiving a reply from SD/OFICE employees</td>
<td>SD/OFICE employees</td>
<td>Internal service</td>
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<td>No.</td>
<td>Registering receiving the reply</td>
<td>DCCCR archive</td>
<td>ACMR</td>
<td>&quot;D&quot; - Reply</td>
<td>3 min/petition</td>
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</tr>
<tr>
<td>-----</td>
<td>---------------------------------</td>
<td>---------------</td>
<td>------</td>
<td>-------------</td>
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<td>01</td>
<td>Filling the &quot;requests&quot; field sent to DCCCR - 3A.1.2.3.1</td>
<td>DCCCR employees</td>
<td>24/7</td>
<td>D reply</td>
<td>32 min/petition</td>
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</tr>
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<td>DCCCR employees</td>
<td>24/7</td>
<td>D reply</td>
<td>8 hours</td>
<td></td>
</tr>
<tr>
<td>03</td>
<td>Issuing reply</td>
<td>DCCCR employees</td>
<td>24/7</td>
<td>D reply</td>
<td>7 min/petition</td>
<td></td>
</tr>
<tr>
<td>04</td>
<td>Closing the petition</td>
<td>DCCCR employees</td>
<td>ACMR</td>
<td>ACMR</td>
<td>3 min/petition</td>
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</tr>
</tbody>
</table>

For annual replies, the ACMR field will be filled in mentioning that this is an "annumatory reply."
### The list of legal documents and applicable rules and regulations

<table>
<thead>
<tr>
<th>Applicability</th>
<th>Legal document</th>
<th>Relevant articles</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>P</td>
<td>G.O. no. 27/2002 regarding the manner solving petitions</td>
<td>optional</td>
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</tr>
<tr>
<td>P</td>
<td>Law no. 544/2001 regarding the access to public interest information</td>
<td>optional</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Yearly GCD regarding local taxes and fees</td>
<td>optional</td>
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</tr>
<tr>
<td>P</td>
<td>Law no. 16/1996 regarding the national archives with addendums</td>
<td>optional</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>Archiving instructions /1996</td>
<td>optional</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>GMD no. 1108/2005</td>
<td>optional</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>G.D. no. 1723/2004 regarding the approval of measures to suppress bureaucracy in public relations activities</td>
<td>optional</td>
<td></td>
</tr>
</tbody>
</table>

G.O. - Government's Ordinance  
GDC - General Council's Decision  
GMD - General Mayor's Decision  
G.D. - Government's Decision
**BUCHAREST CITY HALL**

DEPARTMENT…………………………………………………………………………………………..

SERVICE/COMPARTMENT………………………………………………..

---

**TALLY SHEET**

WITH REPLIES SENT TO IDCRC

DATE…………………………

---

<table>
<thead>
<tr>
<th>Nr.</th>
<th>CRM number/date</th>
<th>Client</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
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<tr>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

Total documents handed in ……………

Handed in,  Received,  
Name Surname  Name Surname

Signature  Signature

Date:  Date:

---

FPG-3.3.2.1-01/1
APPENDIX 5 – FLOWCHART – SOLVING PETITIONS (GENERAL PROCESS)

SOLVING PETITIONS

Receiving a petition

Decides on

IDCCR employee
BCH’s department employee

Registering the petition through BCH’s General Registration Office

Petition & accompanying documents, if necessary; tally sheet

CRM Application

Drafting a control list for each department from the City Hall

Petition & accompanying documents, if necessary; tally sheet

Daily control list

Sending the petition and the control documents to the responsible department

Receiving and registering the petition in the department

Petition & accompanying documents, if necessary; daily control list

IDCCR employee
IDCCR employee
Internal courier

IDCCR employee
BCH’s department employee

Registering the petition through BCH’s General Registration Office

Petition & accompanying documents, if necessary; tally sheet

Drafting a control list for each department from the City Hall

Petition & accompanying documents, if necessary; tally sheet

Daily control list

Sending the petition and the control documents to the responsible department

Receiving and registering the petition in the department

Petition & accompanying documents, if necessary; daily control list

IDCCR employee
BCH’s department employee

Registering the petition through BCH’s General Registration Office

Petition & accompanying documents, if necessary; tally sheet

Drafting a control list for each department from the City Hall

Petition & accompanying documents, if necessary; tally sheet

Daily control list

Sending the petition and the control documents to the responsible department

Receiving and registering the petition in the department

Petition & accompanying documents, if necessary; daily control list

IDCCR employee
BCH’s department employee

Registering the petition through BCH’s General Registration Office

Petition & accompanying documents, if necessary; tally sheet

Drafting a control list for each department from the City Hall

Petition & accompanying documents, if necessary; tally sheet

Daily control list

Sending the petition and the control documents to the responsible department

Receiving and registering the petition in the department

Petition & accompanying documents, if necessary; daily control list
If the petition is a result of a discontent with the public services provided.

- BCH’s departmental Director
  - Decides on
  - Sending the petition to the subordinated service

- Head of service (Departmental units)
  - Carries out
  - Allocating the petition to a departmental employee

- Departmental employee
  - Carries out
  - Drafting a reply

- Analyzing the petition
- Petition & accompanying documents, if necessary

- Allocating the petition to a departmental employee
- Petition & accompanying documents, if necessary; daily control list

- Reply draft, petition & accompanying documents

- Exclusive entry-exit record; SIVADOC
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Departmental employee Carries out

- Sending the documents to another BCH’s department for additional information or to another public

- Forward address, petition & accompanying documents

- Delay until the necessary information is received

- Exclusive entry-exit

- Requesting archived documents

- Request address, petition & accompanying documents

- Delay until the necessary information is received

- Exclusive entry-exit record

- Institutional Archive
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

**Departmental employee**

**Carries out**

- Mashing together the information from other departments and drafting a reply

- Forwarding the petition to the responsible institution due to BCH’s lack of jurisdiction and informing the

**Exclusive entry-exit record**

**SIVADOC Application**

**Reply draft, petition & accompanying documents**

**Head of service; BCH’s department Director**

**Decides on**

- Approving the reply

- Approved reply, petition & accompanying documents

**Departmental employee**

**Carries out**

- Sending the reply to the internal couriers

- Approved reply, replies tally sheet

- Exclusive entry-exit record

**Departmental Archive**
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

1. IDCCR employee
   - Carries out
   - Receiving and registering the petition reply from BCH’s department
   - Approved reply, replies tally sheet
   - Departmental Archive

2. IDCCR employee
   - Carries out
   - Issuing the reply to the petitioner
   - Reply to the petition; proof of paying the Xerox fees
   - Departmental Archive

3. BCH’s department Director; Integrated management responsible
   - Carries out
   - Reporting each month about the situation of the petitions registered
   - Quality management monthly report
   - Departmental Archive

Interface with process 1.2.3.1
Operative meeting – Management analysis

Closing the petition

Exclusive entry-exit record

---

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IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Legend:

- Start/end
- Manual operation:
- Manual input:
- Parties involved:
- Or:
- Activities:
- Interface:
- Documents:
- Delay:
- Stored data:

ABBREVIATIONS:

GOD - General Operations Department
PRID - Public Relation and Information Department
IDCCCR - Information and Documentation Center for Citizens’ Relations
ADAS - Administrative Documents Archive Service
BCH - Bucharest City Hall
C - Company
LIPI - Local Interest Public Institutions
CRM - Client request management - software
SIVADOC - Documents management - software
### APPENDIX 6 – ORGANIZING TRIPS ABROAD (SPECIFIC PROCESS)

<table>
<thead>
<tr>
<th>Activity/Event</th>
<th>Interface/process</th>
<th>Appor_t</th>
<th>Coordinator</th>
<th>Participants</th>
<th>Othe_r controls to the activity</th>
<th>Information id:</th>
<th>Instruments used:</th>
<th>Data or documents used:</th>
<th>Records</th>
<th>Duration</th>
<th>Owner/Person</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Request to organize the trip abroad</td>
<td>ECH Department</td>
<td>FAPD Director</td>
<td>ECH Employee</td>
<td>FAPD</td>
<td>Evaluation, program, requests to start the procedures for trip abroad</td>
<td>Echiles – calls record</td>
<td>10 working days minimum</td>
<td>Receiving the documents regarding the trip abroad with at least 5 days before the departure date</td>
<td></td>
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<tr>
<td>2. Drafting the justification travel paper to the GM</td>
<td>FAPD Director</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>GM</td>
<td>Justification travel paper</td>
<td>Entries – exit record</td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tr>
<tr>
<td>3. Approval of the justification travel paper to the GM</td>
<td>FAPD Director</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>GM</td>
<td>Justification travel paper approved by the GM</td>
<td>Justification travel paper</td>
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<tr>
<td>4. Collecting data regarding transportation &amp; accommodation</td>
<td>FAPD Director</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>Travelling agencies</td>
<td>FAPD</td>
<td>Entries – exit record</td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>5. Interface with processes 3.1.2.4.1. Public procurement &amp; 1.2.2.3 FPC</td>
<td>Director DAP</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>Travelling agencies</td>
<td>PGS</td>
<td>PCC</td>
<td>Exit – exit record</td>
<td>Request for a transportation &amp;/or accommodation offer, assessment record, proposal to simplify an expense, Budgetary commitment,</td>
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<td>6. Drafting the project regarding the FPC for travel</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>Travelling agencies</td>
<td>DPU</td>
<td>No travel record</td>
<td>DPU no travel record</td>
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<td>7. Purchase of expenses related to accommodation</td>
<td>IPES</td>
<td>PGS Employees</td>
<td>Travelling agencies</td>
<td>Airline ticket, accommodation voucher, invoices</td>
<td>Entries – exit record</td>
<td>Entry – exit record</td>
<td>AIL Certification and accounting form for payment</td>
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<td></td>
<td></td>
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</tr>
<tr>
<td>Step</td>
<td>Description</td>
<td>Responsible</td>
<td>Authority</td>
<td>Process Certification and Awarding Good for payment</td>
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<tr>
<td>1</td>
<td>Purchase medical insurance</td>
<td>BCH Employee</td>
<td>Travelling agency</td>
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<td>2</td>
<td>Reimbursing advance money - when necessary</td>
<td>FAD</td>
<td>BCH Employee</td>
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<tr>
<td>3</td>
<td>Expenses deduction for trips abroad</td>
<td>FAD</td>
<td>BCH Employee</td>
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<td>4</td>
<td>Interface with processes 4.2.1, 1.5.2</td>
<td>FAD</td>
<td>BCH Employee</td>
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<td></td>
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</tr>
<tr>
<td>5</td>
<td>Receiving the airplane ticket, accommodation, whether public transportation, ticket, medical insurance, receipt for the medical insurance, draft the process to show an expense, budgetary commitment and the approval of expenses payment form for daily expenses, medical insurance, and internal transportation</td>
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<tr>
<td>6</td>
<td>Drafting and receiving the travel report</td>
<td>The employees who went on the trip abroad</td>
<td>FAD, GM</td>
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<tr>
<td>7</td>
<td>The employee who went on the trip abroad</td>
<td>FAD, GM</td>
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<td>Travel report</td>
<td>Employer-expenses record</td>
<td>30 days</td>
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<tr>
<td>9</td>
<td>If the travel report is not submitted, the employee who went on the trip abroad are notified about the mandatory need to present the report. If even after the reminder, the report is not presented, the Disciplinary Commission of BCH will be notified about the breach.</td>
<td></td>
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</tbody>
</table>

**Abbreviations:**

- FAD - Foreign Affairs and Protocol Department
- FAD - Financial Accounting Department
- EOD - Economic Development Department
- PGD - Procurement General Department
- LD - Legal Department
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?
The list of legal documents and applicable rules and regulation

<table>
<thead>
<tr>
<th>Application</th>
<th>Legal document</th>
<th>Relevant provisions</th>
<th>Brief comments</th>
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</thead>
<tbody>
<tr>
<td>P</td>
<td>Governmental Decision no. 518/10.07.1995, regarding the rights and obligations of the Romanian personnel sent abroad in order to carry out temporary missions with all its addendums</td>
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<tr>
<td>P</td>
<td>Law no. 215/2001 regarding the local public administration, reissued</td>
<td>article 68</td>
<td></td>
</tr>
<tr>
<td>P</td>
<td>GMD no. 1078/31.07.2007 regarding the trips abroad of the personnel from the GM's own body and of the members of Bucharest General Council</td>
<td></td>
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</tr>
<tr>
<td>P</td>
<td>Governmental Emergency Ordinance no. 4/2009 regarding some budgetary measures</td>
<td></td>
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</tr>
<tr>
<td>P</td>
<td>Governmental Emergency Ordinance no. 26/2012 regarding some measure to reduce public expenses and to strengthen financial discipline and to amend a series of legal documents</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Scorecard 1 - P3.4.1

- There is an agenda of the visit
- The two parties have common interests
- The agenda is known by both parties
- The agenda is accepted by both parties
- The visit has predictable results
- A series of conclusions will be presented at the end of the visit
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

APPENDIX 7 – FLOWCHART – ORGANIZING TRIPS ABROAD (SPECIFIC PROCESS)

Request to organize a trip abroad

General Mayor
BCH’s Department’s
Director

Decides on

Attending an event abroad,

Invitation and program

Exclusive departmental entry-exit record

Departmental Archive

FAPD employee

Carries out

Receiving and registering the request to organize a trip abroad

Invitation, program and request

Exclusive departmental entry-exit record

Departmental Archive

FAPD employee

Carries out

Drafting the justificatory travel paper

Justificatory travel paper
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

FAPD Director and
General Mayor

Decide on

Drafting the justificatory
tavel paper

Justificatory travel
paper

Exclusive
departmental
entry-exit
record

Departmental
Archive

FAPD employee

Carries out

Collecting data
regarding international
transport and
accommodation

Request for transport and
accommodation offers,
offers from travel agents,
assessment record, proposal
to employ an expense,
budgetary commitment.

Exclusive
departmental
entry-exit
record

Departmental
Archive

FAPD employee

Carries out

Drafting the travel
General Mayor’s
Decision

Travel General Mayor’s
Decision

Exclusive
General Mayor’s
Decision
record

Departmental
Archive

Interface with
processes
3.1.2.1. Public
procurement
& 1.3.2.3 FPC
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Interface with process 2.2.2 Drafting and approval of GMD

FAPD employee

Carries out

Drafting the travel General Mayor’s Decision

Airplane ticket, accommodation voucher, invoices.

Exclusive departmental entry-exit record

Departmental Archive

RLR Certification and awarding Good for payment

Employee travelling abroad

Carries out

Purchasing the medical insurance

Medical insurance, receipt.

Exclusive departmental entry-exit record

Departmental Archive

RLR Certification and awarding Good for payment
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Financial Accounting Department Employee Employee travelling abroad

Carries out Awarding advance money – when necessary

Employee travelling abroad

Carries out The trip abroad takes place

Interface with process 4.2.1.5.2. Expenses deduction for trips abroad

Employee travelling abroad

Carries out Drafting a travel report

FAPD Director General Mayor

Decides on Approving the travel report

Travel report

Exclusive departmental entry-exit record

Departmental Archive
IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?

Legend:

- Start/end
- Parties involved:
- Activities:
- Documents:
- Stored data:
- Manual operation:
- Manual input:
- Or:
- Interface:
- Delay:

ABBREVIATIONS:

FAPD - Foreign Affairs and Protocol Department
FAD - Financial-Accounting Department
EGD - Economic General Department
PGD - Procurements General Department
LD - Legal Department
GMD - General Mayor's Decision
GM - General Mayor
BCH - Bucharest City Hall
RLR - Reality, Legality and Regularity
IPCS - International Programs and Cooperation Service
GS - General Secretary
### APPENDIX 8 - OBJECTIVES PLANNING – FOREIGN AFFAIRS AND PROTOCOL DEPARTMENT

<table>
<thead>
<tr>
<th>Specific Objective</th>
<th>Process associated with the specific objective</th>
<th>Performance indicators</th>
<th>Target</th>
<th>Value obtained</th>
<th>Observations</th>
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</thead>
<tbody>
<tr>
<td>1. Economic development of the city and the city’s international representation</td>
<td>3.3.2.4.</td>
<td>Number of protocols signed</td>
<td>50%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2. Signing international protocols and partnerships and maintaining relations with cities throughout the world</td>
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</table>

<table>
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<th>Process</th>
<th>Number of protocols signed</th>
<th>Number of agreements signed</th>
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<td>3.3.2.4.</td>
<td>50%</td>
<td>100%</td>
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<table>
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<th>Mr. Strategic/General Objective</th>
<th>Deadline</th>
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<tr>
<td>1. Economic development of the city and the city’s international representation</td>
<td>31.12.2013</td>
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</table>

<table>
<thead>
<tr>
<th>Responsible with carrying out</th>
<th>Deputy Executive Director GECBSU</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coblu</td>
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<table>
<thead>
<tr>
<th>Approved, Management Representative</th>
</tr>
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<tbody>
<tr>
<td>Bucharest City Hall</td>
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### Question:

**IS ISO 9001:2008 AN APPROPRIATE FRAMEWORK FOR THE IMPROVEMENT OF THE PROCESSES DEVELOPED WITHIN BUCHAREST CITY HALL?**

---

<table>
<thead>
<tr>
<th>Economic development of the city and the development of foreign relations/Carrying out activities in order to develop international relations permanent in economic, cultural, social, administrative fields</th>
<th>Creating a material comprising protocol guidelines</th>
<th>Protocol guidelines</th>
<th>YES</th>
<th>31.12.2013</th>
<th>Deputy Executive Director Cătălin GROSU</th>
</tr>
</thead>
</table>

**Approved:** Head of Quality Management Service  
Name: Alexandru DINESCU  
Date: 

**Approved:** General Director  
Name: -  
Date: -

**Drafted:** Deputy Executive Director  
Name: GROSU Cătălin  
Date: 

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*FPG-1.1.2.3-01/2*