

The Excellence Management and the Quality Culture within the Public Institutions

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Abstract

The predominant conception within the last few years when formulating a philosophy dealing with quality is to attain excellence, respectively realizing products, processes and services having superior characteristics to those offered by the competition, over-passing the standards. The excellence is the attained performance at a certain moment within a competition based upon exigent and complex criteria. The path to the excellence of a public institution is based upon the principle of a permanent improvement, upon the quality cult, upon adapting to change, diversity and competition, upon the excellence management. The quality cult becomes a complementary element for the economic activity; it should be transmitted to all the participants involved in economic and social processes engaged in order to obtain value. An immense role in the process of cultivating the inclination towards quality is giving to education, but also to the management. The quality culture starts from the managerial culture! The management can be changed without costs - the wrong product/non-adequate service can not be replaced! At this point, the quality strategic management can interfere. The quality strategic management (QSM) represents a new culture at highest levels of the organization. In order to introduce QSM there is a need for initiative and change from the part of the senior managers and of personal implication, and of a management of excellence. Excellence is permanent competition. Further more, by applying the Deming's principle, PEVA (Plan - Execute - Verify - Act), over the spiral of quality we can have an image of the path towards excellence. Excellence is the record obtained in a competition at a certain moment in time (T1 time). It follows a new competition. The battle for quality continues. A new record may be obtained (T2 time) and then another and another. The paper aims to make a comparative analysis, an illustration of the way in which excellence sustains the improvement of quality or how the permanent improvement of quality leads to excellence. The conclusion is that both models have as a base the excellence of the individual, the excellence of the team, the excellence of the management. The analysis is useful in any organization, more over, within the public institutions where the human factor is decisive.

Keywords: quality, excellence, excellence management, permanent improvement

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