Talking about the Problems and Solutions of the Quality Management of Scientific Research Units (Enterprises) under the New Situation

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Keywords: Quality Management Research Unit (Enterprise) Full Participation System

Abstract: Quality is the basis for the survival and development of an enterprise. Under the global environment, any enterprise, including scientific research units (enterprises), must be scientific and adapt to itself in order to remain invincible in the fierce market competition. Quality management concepts and methods for industry development, and attach great importance to quality management from top to bottom. This paper starts from the common problems of quality management of scientific research units (enterprises), analyzes the problems and phenomena that arise and gives solutions.

1. Introduction

The famous American quality management expert Zhu Lan has a famous saying, "Life is behind the quality dyke." His image of the sentence describes the importance of quality for human work and life. It can be imagined that if the quality of the dam is wrong, it will be human. How much harm does life bring. Therefore, every company has the responsibility to ensure good quality and maintain the safety of quality dams.

What is quality? The International Organization for Standardization has a clear definition of quality: quality is an inherent set of characteristics that is used to meet performance requirements. Generally, what we think of quality can be called true quality characteristics. It can directly reflect customers' expectations and requirements for products [1]. In actual production, the standards and regulations that are formulated to achieve true quality characteristics are substitute quality. Therefore, quality is not a narrow product quality, but all related to it.

At present, the quality management of units (or enterprises) engaged in scientific research in China regards "focusing on processes and optimizing results" as the basic quality policy, but with the continuous advancement of society, the quality policy must also change and improve, especially in scientific research. Units (enterprises) are more likely to analyze the quality policy from an objective perspective and then solve the problem in the most rigorous way from an academic perspective. The 2000 edition of iso9000 adds eight principles of "customer focus", "leadership" and "mutually beneficial supplier relationship", which means that the focus of quality management should shift from product quality management to process and System management, which includes quality planning, quality control, quality assurance and quality improvement, as well as all activities and processes associated with it [2].

In actual work, the quality management of scientific research units (enterprises) will appear to be superficial. Sometimes, grassroots employees do not even know whether they have relevant procedures when dealing with business, just in accordance with the methods of communication that people pass by. So why is this happening? I think it can be analyzed from the following aspects:

2. The Relevant System is not Sound Enough

Some scientific research units (enterprises) only pay attention to the responsibility when preparing quality documents, and make a general statement about the responsibilities that should be taken in different positions. For example, a certain level of engineers is "full responsibility for product quality", but specific The work content, management model, corresponding management power and the resulting benefits have not been explained, let alone quality assessment [3]. Everyone knows that

quality is important. Everyone knows that quality is relevant to them, but they still don't know what they should do. Discussing quality management under such a quality management system is empty talk.

2.1. Insufficient awareness of participation

Generally speaking, most of the people who can work in scientific research have good professional knowledge and skills. Correspondingly, they will take it for granted that they will reflect the quality concept to their specific work. However, in actual work, we found that it is not All researchers can do this: from the labeling of the document drawings, to the project plan argument data, and even some of the external audit files have low-level errors.

2.2. The system file is out of touch with the actual

In the early stage of establishing a quality management system, some units (enterprises) may have insufficient experience of personnel. It may also be because time is tight, and some templates (enterprises) may even be hurriedly retrieved from the Internet, and then simply If it is modified, it will form a quality management system document. Can such a document be out of touch with the actual situation? Eventually, it will result in a set of program files and a set of real engineering processes.

2.3. Incentive mechanism is imperfect

In order to reflect the "emphasis on quality", many times now we will fall into the phenomenon of "administration by penalty". If a problem arises, the relevant departments and responsible persons will be punished, and the quality management department will become a "credit" department. Such management does not really stimulate employees to improve their quality awareness.

2.4. The quality management team is not professional

At present, the quality management departments of some scientific research units (enterprises) are personnel who are transferred from some technical departments, and have not carried out relevant professional training afterwards, so whether in the daily management of the day or in the internal audit or even the external review, etc. A series of quality management work seems to be inadequate, and it is impossible to guide the quality work of other departments.

Scientific research work is related to the national economy and the people's livelihood. This also requires relevant units (enterprises) to pay more attention to quality. After all, no one wants to see an event similar to the "Samsung Battery Door" happening every day.In order to fundamentally improve the quality management of scientific research units (enterprises), it is necessary to combine quality and management technologies with quality as the core, establish a scientific and effective quality management system, and realize the whole process management and full participation management.In order to achieve this goal, the author believes that it can be improved from the following aspects:

3. Establish and Improve the Quality Responsibility System

In the quality syllabus, we clarify the responsibilities, rights, and interests in the quality responsibility system from the leadership to the grassroots employees to achieve the final quality objectives. Specifically, it can include the following points:

(1) Leaders should conscientiously implement the national guidelines, policies, laws and regulations on quality work, be responsible for formulating the quality objectives and development plans of the units (enterprises), preside over the establishment of quality systems, leading quality management organizations, conducting management reviews and implementing various Implementation of the quality system.

(2) The leaders of each sub-sector shall formulate the quality objectives of the department according to the annual quality objectives of the unit (enterprise), be responsible for the quality management of the department, participate in the preparation of the procedure documents, and link

the quality assessment of the department with its year-end assessment.

(3) Grassroots employees should establish the concept of "quality first" in their daily work, and if necessary, make demands on the unqualified rate of work in the job description.

(4) The quality management department needs to put good quality control, work proactively, pay attention to the maintenance of testing equipment, deepen communication with other departments, and jointly improve the quality of the unit (enterprise).

3.1. Strengthen internal quality culture propaganda

Relevant departments promote quality culture through various forms such as organizing lectures, conducting knowledge contests, and producing publicity panels, so that all employees can establish quality management awareness. They no longer think that quality management is only a matter of a certain department, and finally establish a quality of participation for all employees. Manage the environment of work.

3.2. Ensure the feasibility of the quality management system documents

The system document is the basis for quality management. Therefore, in the preparation, it must be based on the reality of the unit (enterprise), and there must be no awareness of the flow. Only on the basis of full investigation and actuality can we establish a set of quality management documents that can reflect the actual quality of the unit (enterprise) and ensure that the quality goes deep into every step of the work.

3.3. Establish an effective incentive mechanism

Nowadays, many companies' quality management rules and regulations pay more attention to punishment. Punishment is only one of many methods, and sometimes it will arouse contradictions and negative emotions. However, if there is an effective incentive mechanism, it can really mobilize the enthusiasm of employees and encourage employees to work hard. Relevant departments can publish the actual quality assessment documents of the unit (enterprise) according to the annual quality management focus, so that there are rewards and penalties.

3.4. Strengthen the construction of quality management team

Whether it is to deal with the daily quality management work within the unit (enterprise) or to meet the external qualification review, a professional quality management team is required. For the existing quality team, the unit (enterprise) can invite quality management experts or quality management leaders with similar backgrounds (enterprises) to carry out various related trainings for them, or send them to participate in some formal training. External training. In addition, it is also possible to publicly recruit some quality management personnel with practical work experience to enrich and improve the team quality.

The above is only an analysis of the common causes of problems in the quality management of scientific research units (enterprises) in China, and gives corresponding solutions to help improve the quality management of these research units (enterprises).But in fact, quality management is also a discipline that keeps pace with the times. It will continue to improve with the continuous development of the company. We cannot look at quality management with a constant thinking. Quality management must adapt to market needs, adapt to the company's own characteristics and development trends to better serve the enterprise and help the company to achieve its position in the market.

References

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