

element for planning, managing the risk within the quality management system. Proving that the company knows and uses those tools determines obtaining and maintaining the supplier position in the car industry.

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- [2] Mostly ISO/ TS 16949:2002, but also VDA 6.1 and EAQF, AVSQ standards. All of them require interdisciplinary approach, team work and using quality management's methods and techniques. For example ISO/TS 16949:2002, p. 6.3.1, 7.3.1.
- [3] Most known OEM suppliers in car industry are Fiat, GM, Toyota, Ford; but its not an unequivocal term. According to the definition OEM supplier is an organization that sells the products manufactured by other company. That term is quite misleading cause OEM isn't the manufacturer, but products' seller for the end user, although sometimes it can also be a designer of the product (compare Wikipedia)
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- [5] For example: Formel Q (VW's requirements), Alliance Supplier Guide(ASG) (Nissan and Renault requirements)
- [6] Compare Luczak J., Matuszak-Flejszman A.: Metody i techniki zarządzania jakością. Kompendium wiedzy. Quality Progress, Poznań, 2007.
- [7] The company is based in Poland, it's a member of American group connecting organizations from the car industry. It's supplies products for companies like, Opel, GM, FCM, Renault, Visteon and many others companies on the AM(after market) 9. AM-after market- second equipment
- [8] AM - after market
- [9] OE/OES- original equipment/ original equipment services
- [10] Team is built from production department workers directly connected with the problem/internal nonconformity. Members represent different departments: construction, technological and quality.
- [11] Military Standard [USA] - 1520 „Corrective action and disposition system for non-conforming material" (annulled in 1995); Ford Global 8D Guide 1998; Luczak J., Maćkiewicz E.: 8D oraz inne metody zarządzania jakością w branży motoryzacyjnej (OE/OES) - analiza przypadku. Problemy Jakości, 2006 (11), p. 35-43, 13. see also 14.
- [12] Brainstorming- method used for creating large spectrum of options, ideas, in that case for defining the causes from different points of views.
- [13] Source: Internal documents of the car industry company - OE supplier for motorization.

ISO 22000 MANAGEMENT SYSTEM AND HACCP EFFECTIVENESS AND EFFICIENCY EVALUATION - AUDIT OF MANAGEMENT SYSTEM

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Abstract: One of the main requirements for management systems is ensuring their effectiveness and efficiency. There are many factors deciding about system's effectiveness, and many tools for evaluating that. Authors focused their attention on the most common tool - audit of the management system. Reason for that choice was the lack of professionalism when it comes to managing audits programs, during all the phases. Authors pointed out also the specificity of audits in food industry. Researches and analyses made in the paper apply to auditing the ISO 22000 and HACCP systems. However the final conclusions are universal.

EFFECTIVENESS AND EFFICIENCY OF MANAGEMENT SYSTEMS

Law and clients requirements in food industry forced many companies to implement ISO 22000 management system and HACCP control system. Carrying for consumers' safety and organization's development is the foundation of both mentioned systems [1, 2]. Effectiveness and efficiency of management systems is inseparable from continual improvement. Many elements have a direct and indirect influence on effectiveness and efficiency of management systems.

In a company with an implemented management system the effectiveness applies to customer related process and its aim is to provide the client with the proper product or service, with minimization of the harmful influence. Process realization degree should be monitored using the analysis of the index used by the

people responsible for the process and its participants. Reaching the objective with the minimal expenses is the main characteristic of efficiency. It's connected with the economical aspects of the process and includes actions for eliminating and preventing repetitions in the process. In most cases efficiency is limited to simple monitoring of the process, for example quantity of products in specified time unit.

Using the rules of system approach to management not only brings direct benefits, but also has a crucial influence on managing the costs and risk, which is inseparable from system's efficiency. Matters concerning profit, costs and risk managing are important to the organization, their clients, and other interested parties. Those matters, concerning overall functioning of the organization can influence [3]:

- client's loyalty,
- flexible and fast reactions for market opportunities,
- business continuity and references,
- costs and time of the cycle connected with effective and efficient usage of resources, setting the processes in the best way to meet the objectives, competitiveness improvement through development of organizational abilities,
- results of operational actions, such as earning and market share,
- ability for creating the value for organization and its suppliers through the optimization of cost and resources, also flexibility and speed of common reactions for changes on the market,
- understanding and motivating people to reaching the objectives and participating in continual improvement,
- interested parties trust in organization effectiveness and efficiency, proved by financial and social profits from functioning of the organization, product life cycle and organization's reputation

Therefore audit is a crucial element of controlling the effectiveness of management system, similar to audit of the product [4] and production process' [5] audit.

ELEMENTS INFLUENCING THE EFFECTIVENESS AND EFFICIENCY OF THE MANAGEMENT SYSTEMS

Many elements can affect effectiveness and efficiency of the management systems, some of them are:

- company's quality policy,
- objectives and tasks concerning quality, environment and work safety, which are determined by the company itself,
- identified processes, environmental aspects and threats regarding the job post,
- communication and team work,
- type of production, used techniques and technologies,

- operational control within monitoring the realization of individual processes,
- company's financial situation,
- staff's awareness: training,
- acts and rules in force, their alterations,
- possession of the effective operational system with appropriate documents,
- appropriate evaluation of the management system, internal audits,
- controlling the nonconformities, preventive and corrective actions,
- management review,
- evaluation of the organization by the independent auditor.

Authors focused their attention in herein article on the subject of audit, especially those concerning food industry.

EVALUATION OF THE MANAGEMENT SYSTEM

Audit is an element of measurements, monitoring and data analyses carried out within the management system. Such information need to be reported and used for monitoring the development in reaching the objectives and task, and also for evaluating controlling tools used in the organization. Monitoring results should be maintained. In a case of breaking the law requirements organization should record it and undertake preventive and corrective actions as fast as possible.

Requirements included in the standards oblige the organization to conduct periodic audits of the management system to evaluate if it is consistent with the planned actions and if it is meeting standard's requirements. It is also used to report about the functioning of the system for the management. Audit can be divided into two groups: audit of the compliance and audit of the effectiveness. Audit of the effectiveness allows to check if the controlling system and implemented actions, including management's programs realization, are working and if it's providing high quality of products, improved influence on environmental and job posts. Audit of the compliance is a way of checking, if the established procedures are functioning, and also if the ISO 22000 and HACCP requirements are met. Audit of the effectiveness defines the verification of system's functioning in such way that the objectives concerning the development of quality, environment and work safety are achieved. Audit of the effectiveness is a great test for checking if the system was implemented correctly. It is similar to the audit of the project or venture. It goes through all system's elements. All of the areas included in the management system, should be included in the audits programs. Records from audits have to be comprehensive enough to carry out the management review. Reliability of the results is crucial for maintaining management's commitment in the environment, system improvement and influence on the environment, and also for ensuring the effectiveness of the system from economical point of view.

ESSENCE OF THE QUALITY SYSTEM AUDIT

Audit is a systematical, independent and documented process for gathering audit evidences and evaluating if they have met audit's criteria [6].

Internal audit is a necessary element of quality management, crucial when it comes to maintaining and developing the system. Audit is also used in many other management systems, not only quality management, but in ISO/ TS 16949:2002, VDA 6.1, TE 9000, SA 8000, AQAP 110, ISO/ IEC 27001:2005, environmental management system ISO 14001:2004, EMAS and health and safety management system PN-N 18001, OHSAS 18001.

Audit is considered as a effective tool used for qualifying and evaluating suppliers, especially used in car, food and pharmaceutical industry. It's quite expensive in practice but very effective when it comes to evaluating the supplier, but also pointing out managements areas in supplier's organization that need improvement.

Finally the certification audit - it's a formal way to end the implementation phase of quality management, environmental management, health and safety managements, but also information security management, HACCP and other systems.

Audit is a very important tool during the implementation phase, but also crucial for developing the management system, it's hard to imagine properly functioning system without the process of internal audit, which is a part of audit program management process. Need for improvement and increase of the effectiveness applies to the whole process - planning, performing, documenting and all the actions performed after the audit. Auditor competency is one of the crucial factors when it comes to the auditing process.

Audits are a part of system continual improvement mechanism. They allow to confirm the compliance with the implemented standard, but also to point out the weak sides of the system (nonconformities and observations) and analyze the causes, performing preventive and corrective actions [2, 7].

Audit allows to evaluate if the organization is presenting sufficient level of management, and therefore [8]:

- it's fulfilling planned actions(ISO 9001 pt. 7.1 and other points applying to planning, requirements of ISO 9001, ISO 14001, OHSAS 18001 and other requirements of quality management, environmental, health and safety system
- it implemented and it's maintaining the system in a effective way.

Moreover audit allows to define necessary directions for improving the quality, developing and expanding quality management and environmental management system. Audit focuses on checking the compliance of the system with law, client's, standard's requirements (ISO 9001, ISO 14001) and others internal regulations settled by the organization.

In the context of above observations, system of internal audits appears as a crucial element, being an obligatory requirement of the quality management system. It is also an obligatory element in other quality management systems. Knowledge about auditing methods and guidelines (ISO 19011:2002) and also about requirements of the implemented standard (for example ISO 9001, ISO 14001) is necessary for taking the full advantage of internal audit.

ELEMENTS OF INTERNAL AUDIT PROCEDURE IN QUALITY MANGEMENT SYSTEMS IN FOOD INDUSTRY

While planning audits program, process status, importance for the organization and the results from last audits need to be taken into consideration. Audit's criteria, scope, frequency and method needs to be defined during the planning phase [9].

It's believed that the constant HACCP system verification and controlling needs much more attention than development of HACCP plan.

Companies, with implemented ISO 9001 and HACCP system in most cases use only one common internal audit procedure [2]. Every difference in auditing both systems is regulated by proper attachments or specific documents. In the case of HACCP system such procedure should contain:

- rules of choosing and qualifying HACCP internal auditors,
- rules of planning HACCP audit, including:
 - creating and disseminating audits schedule,
 - controlling schedule realization,
 - rules of creating and disseminating audits program,
 - rules of conducting the audit
- audit's course:
 - opening meeting,
 - rules of planning auditors tasks
- rules of reporting the results:
 - type of records,
 - rules of filling in the records,
 - conducting the closing meeting,
 - all actions performed after the audit,
 - time and place of archiving the records and disseminating them among interested parties.

Checklist is a very convenient tool, which can be used during the audit. It's a list of questions, issues and problems that should be evaluated during the audit [10]. Checklists ought to be used mostly by inexperienced auditors, although the practice shows that they are constant and obligatory element even in those organizations with experienced auditors [11].

It needs to be pointed out that during the evaluation of compliance with the seven rules of HACCP system GMP/ GHP can't be treated separately [2, 12]. Hygiene practices will always be in the background of HACCP system as an initial conditions. It's similar when it comes to ISO 9001 [2, 13]. There are common areas in both of the systems which should and need to be audited simultaneously.

SUMMARY

While evaluating the effectiveness and efficiency of management system, it's crucial to remember about Deming's cycle: Plan- Do- Check- Act. Audit of the management system is an important tool, which places itself in the actions applying to verification and development of the system. It is the basis for planning and improving other system's elements, directly: control of nonconforming product, preventive and corrective actions and indirectly: management system review, continual improvement, process approach and others.

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ROLE OF TOP MANAGEMENT IN MAINTENANCE AND IMPROVEMENT OF EMS ACCORDING TO ISO 14001

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Abstract: The article wishes to demonstrate the importance of commitment of the top management in maintenance and improvement of the environmental management system. In order to manage significant environmental aspects, the most important factor is to set the direction of actions and make employees aware of their important role in the field of environment protection. To fulfil the above, enough economic as well as non-economic resources must be provided, which in high extent influence the process of maintenance and improvement of environmental management system.

INTRODUCTION

In Poland there are over 1300 organizations which implemented and certified their EMS for the conformity with the requirements of ISO 14001 international standard. But it is difficult to guarantee the maintenance of this system at an appropriate level and also to demonstrate, that the organization, through continual improvement, achieves its environmental performance.

There are many factors, which have direct or indirect influence on the improvement of EMS. Some belong to the group of internal factors, other are dependant on external factors, which have an influence on the organization. But the most important factor influencing the maintenance and improvement of EMS is the top management commitment.