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NATIONAL STANDARD OF THE
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CCS A 00

GB/T 19028-2023 / ISO 10018:2020

Replacing GB/T 19028-2018

Quality management - Guidance for people engagement

(ISO 10018:2020, IDT)

质量管理 人员积极参与指南

Issued on: March 17, 2023

Implemented on: March 17, 2023

**Issued by: State Administration for Market Regulation;
Standardization Administration of the People's Republic of China.**

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Quality management - Guidance for people engagement

1 Scope

This document provides guidance for realizing people engagement, improving people involvement and enhancing people competence in an organization's quality management system.

This document is applicable to organizations of all sizes, types and activities.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the version corresponding to that date is applicable to this document; for undated references, the latest version (including all amendments) is applicable to this document.

GB/T 19000-2016, Quality management systems - Fundamentals and vocabulary (ISO 9000:2015, IDT)

3 Terms and definitions

For the purposes of this document, the terms and definitions given in GB/T 19000-2016 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

-- ISO Online browsing platform: <https://www.iso.org/obp>

-- IEC Electropedia: <http://www.electropedia.org/>

4 Context of the organization and quality culture

4.1 Considerations

Organizational culture refers to the beliefs and behaviors that determine how employees and management interact and deal with external affairs of the organization. Often, culture is implicit, cannot be expressed in a defined way, and develops organically over time from the cumulative characteristics of the people involved. Sometimes, organizational culture reflects the character and ideas of a powerful and influential leader.

Compared to traditional marketing campaigns, social media gives those affected a greater voice. For most organizations, quality has never been more important than it is now. Customers can search for products and services from around the world with near-unlimited access and research objective performance data from a wide range of sources. At the same time, people are more willing to establish ties with organizations that have a positive cultural image.

These pressures and opportunities prompt organizations to adopt new approaches to quality management, and the development of quality cultures in which people regard quality as the core of work is one of the methods.

A shared quality expectation is an integral part of a quality culture. Leadership and management need to establish alignment of purpose and values. People shall be aware of relevant quality objectives, adhere to strategic directions, and understand quality expectations and objectives consistent with their specific positions.

4.2 Link to GB/T 19001 and other quality management standards and systems

GB/T 19000-2016, 2.2.1 states that “an organization that focuses on quality advocates a culture that realizes its value by meeting the needs and expectations of customers and other relevant parties. This culture will be reflected in its behaviors, attitudes, activities and processes.”

4.3 Possible activities

To establish a quality culture, the following steps should be taken:

- a) incorporating quality-related content into the written value statement;
- b) aligning top management’s consistent behavior to support the written value statement;
- c) achieving universal value throughout the organization through a clear and well-defined organizational structure;
- d) establishing effective support systems (such as information technology) to communicate the connotation of quality culture;
- e) collecting examples of quality culture in action and related valuable results;
- f) continuing to celebrate the success of the quality culture.

4.4 Main benefits

In a strong, positive quality culture, people agree upon and care deeply about the organizational values, which improves the organization performance, motivates people and aligns their behavior to achieve the vision and clear performance goals.

5 Leadership

5.1 Considerations

Leaders establish the unified purpose and direction of the organization. They should create and maintain an internal environment in which people can be fully involved in achieving the organization's objectives. Leadership provides people throughout the organization with a clear focus and enables them to follow a path toward achieving the organization's objectives.

Leaders need to possess the necessary competences to perform the above leadership roles.

Leaders define objectives and allocate resources, and they play a more strategic role. Managers organize resources to achieve results by engaging people within the organization, and they play a more tactical role. Managers direct and control the organization by coordinating activities.

Leadership is the process of identifying a possible future state that is not yet manifest. Management is the coordinated activity of commanding and controlling an organization (as defined in 3.3.3 of GB/T 19000-2016). Effective leadership and management are important factors in organizational success.

5.2 Link to GB/T 19001 and other quality management standards and systems

Through effective leadership, top management ensures the overall effectiveness of the quality management system, keeps the quality policy and quality objectives consistent with the strategic direction of the organization, integrates the requirements of the quality management system into the organization's processes, and supports other members of the management team in their respective areas of responsibility.

5.3 Possible activities

5.3.1 Typical components of leadership include the following.

- a) Vision – A description of the expected possible future state, such as proposing an engagement strategy that may have an effect on improving organizational performance. In the context of a quality management system, leadership develops a vision for the future that promotes the achievement of desired results. For example, many people think of a quality management system simply as a series of documents and records to which their activities can be aligned. The expected possible future state of a quality management system is that it brings positive organizational success and social benefits.
- b) Alignment – The ability to align people with a vision of the expected future possible state, thereby gaining their commitment and support;

Example 1: Obtaining the concurrence of top management in the vision of the desired future state of the quality management system.

- c) Realization – The provision of necessary resources and the removal of obstacles to achieving a future state.

Example 2: Providing any training required to achieve expected possible performance.

5.3.2 In addition to providing a functional breakdown of leadership, it is also important to consider the typical characteristics of effective leaders, including the following.

- a) Passion – Great leaders are passionate about their work and believe it is important. Sharing this passion inspires everyone involved and is one way to achieve greater success.
- b) Communication – Strong leaders know the importance of communicating with people at all levels of the organization and how to communicate. Messages are clear and accessible. They leave people knowing without a doubt what is expected and what motivates actions.
- c) Commitment to others – Effective leaders know that they do not exist in isolation but need the help of others to achieve the organization's vision. These people deserve support and encouragement commensurate with their contributions and current competences.
- d) Team building – Collaborative leaders believe that greater achievements will be achieved when working together. Collaboration across roles and functions brings energy, new ideas and solutions to any task.
- e) Decisiveness – People often look to their leaders, not for perfection, but for the ability to make quick, thoughtful and informed decisions to allow them to focus on deployment within an agreed set of priorities.
- f) Empathy – Good supportive leaders always consider other people's perspectives.

5.4 Main benefits

The benefits of effective leadership include:

- a) the development and realization of the vision;
- b) a motivated workforce that supports quality and the quality management system;
- c) no obstacles in achieving the expected results;
- d) improved and sustainable productivity;
- e) organizational self-healing capabilities and agility;

f) innovation and creativity.

6 Planning and strategy

6.1 Considerations

Before considering promoting the achievement of organizational objectives and strategic direction through people engagement, it is necessary to prioritize the determination of strategy through the context of the organization related to the vision. Figure 1 illustrates the relationship between the vision, strategic direction and quality management system within an organization.

An organization's vision embodies the most important ideas of what the organization strives to become. It provides an ultimate goal that guides actions and decisions. A vision is usually a carefully thought-out statement by an organization's leader or leadership that describes in simple words what the organization stands for. For example, "Our objective is to become the most popular soft drink in the world" or "Our dream is to become the best confectioner in the community" are equally valid.

In order to ensure that the vision is effective, the description of the future state of the vision should be inspiring and measurable. For example, how does an organization know when it has become the best confectioner in the community? By tracking the process, it helps to understand where the organization is now and in what direction it needs to develop.

A brief review of some websites will reveal that some organizations' visions already cover these two key characteristics, but many do not. Common problems include: the vision embodies the "now" rather than a guide to the future; the objectives are so vague that they are difficult to achieve and measure; and the description of the vision is closer to values or ethos. These do not lack value, but they are not vision.

After the vision is established, the organization should be ready to develop its strategy and determine a road map to achieve the vision.

In practice, it is difficult to complete a comprehensive strategy at the beginning, and the strategic structure gradually becomes clear as the content continues to be enriched and developed. For example, becoming "the best confectioner in the community" might be a 10-year plan based on acquisitions and expanding product range, rather than identifying every objective and new product initially. It is important that the end goal remains clear and that business actions remain aligned with strategy. It is also important to note that the vision and related strategies can change over time and as internal and external factors change. To maintain effectiveness, these changes should be carefully considered at the appropriate levels of the organization.

coordination may fall short of expectations, so it is inappropriate to ask people to follow a vision they disagree with or a strategy that is ineffective.

Engagement with the quality of products and services and the quality management system encompasses many aspects. Without true alignment, quality becomes a disjointed part of the organization. Alignment plays a significant role in transforming disconnection.

Engagement at operational levels is also critical. At this level, more linkages between the activities of people and the requirements of the quality management system should be provided. Many challenges with people engagement stem from a lack of connection. In many cases, the quality management system is treated as “those files in the office” and the people responsible for auditing it, and when problems arise, these people are simply corrected.

Some ways to leverage the people engagement to develop and manage the strategy include:

- a) Determine expected results;
- b) Involve interested parties and define their contributions;
- c) Clarify individual roles in strategy implementation;
- d) Improve the competence of people involved in strategy;
- e) Understand the impact of not developing quality on the internal organization and interested parties.

6.4 Main benefits

Organizations can benefit from contributions to the development of vision and strategy from a wider range of people, not just the top management.

Some of the key benefits to an organization’s strategic direction and its successful implementation include:

- a) greater involvement and contributions of employees within the organization;
- b) greater clarify to employees in understanding their individual roles in strategy implementation;
- c) improved competence of people;
- d) achieving the organization’s vision and strategy;
- e) improved performance;
- f) better engagement;

- g) higher levels of customer and employee satisfaction;
- h) improved productivity.

7 Knowledge and awareness

7.1 Considerations

3.25 of ISO 30401:2018 defines knowledge as the “human or organizational asset that contributes to effective decision-making and action based on the context”.

7.2 Link to GB/T 19001 and other quality management standards and systems

The quality management system (such as 7.1.6 of GB/T 19001-2016) requires that organizational knowledge is maintained and made available to the necessary extent.

7.3 Possible activities

Knowledge and awareness are the driving factors for improved individual performance in organizations. The organization should analyze the performance of people through such methods as performance evaluations, regular evaluations, and on-site reviews, and publish this information throughout the organization to cultivate personnel awareness and foster performance improvement. The organization should encourage people to improve their personal knowledge and awareness through self-evaluation.

Ways to enhance knowledge and awareness include:

- a) communicate using appropriate language, language proficiency and media to facilitate the assimilation of knowledge;
- b) use methods such as coaching and training;
- c) motivate the ongoing improvement of learning ability;
- d) promote the development and maintenance of knowledge.

7.4 Main benefits

A knowledge management system can support the acquisition, transfer and maintenance of required knowledge within an organization. Benefits of a structured approach may include:

- a) better decision-making and creative thinking;
- b) sharing of effective methods and solutions;
- c) development of innovation and growth;

- d) improved organizational performance and customer service;
- e) promoted protection of developed organizational intellectual capital.

8 Competence

8.1 Considerations

Competence is the ability to apply knowledge and skills to achieve expected results (see 3.10.4 of GB/T 19000-2016). Employee training and development is beneficial to improve people's ability to create value for the organization and its customers.

Training and development, labor relations and the management of formal expressions of employee dissatisfaction are indispensable factors in people engagement. Successful organizations apply the knowledge and skills of their people to create value for the organization and its customers.

Learning is the process of acquiring knowledge or skills through experience, research, or from teaching. Formal learning usually leads to qualifications. The learning process can be applied to individuals or groups within an organization. An organization should recognize that people learn in different ways, and that some people are better suited to a classroom learning environment, some are better suited to tutoring, and some learn better in an online environment.

A learning organization focuses on the accumulation and maintenance of its own knowledge to improve the organization's performance capabilities. In order to be competitive, the organization needs to have competent employees. To obtain the necessary information flow and knowledge flow to become a learning organization, the organization's processes need to be integrated into the management system. An organization's ability to learn makes it more competitive.

Effective learning is beneficial to increase the sense of achievement, job satisfaction and security, promote the improvement of attitude and initiative, and promote the improvement of organizational competitiveness and profitability. For example, improvement of communication skills can lead to improvement of product quality and better customer service.

Training is the process by which people learn skills and improve their competence. Development is the process by which people change and become more competent. The purpose of both is to engage people with the strategic direction and results of the organization.

organization. Employees work more efficiently when they believe that the work they're doing is important.

9 Improvement

9.1 Considerations

The organization should ensure the continual improvement of strategies, policies and activities associated with people engagement. Improvements in people engagement can increase an organization's agility and resilience in response to changes in internal and external issues.

9.2 Link to GB/T 19001 and other quality management standards and systems

The quality management system (such as 10.3 of GB/T 19001-2016) requires that the organization continuously improve the suitability, adequacy and effectiveness of the quality management system. The organization shall consider the results of analysis and evaluation and the outputs from management reviews, to determine if there are any needs or opportunities to address as part of continual improvement.

9.3 Possible activities

Improvement should be included as a daily activity in the forward-looking strategy to support the organization's broader development and results. The organization can support improvements by:

- a) utilizing the effects of training, knowledge and people awareness-raising to improve the effectiveness of people engagement strategies, policies and activities;
- b) engaging others in the evolution of organizational culture;
- c) engaging people at all levels when the organization changes its strategic direction in response to changes in internal and external issues;
- d) engaging people at all levels to help improve organizational leadership and management processes.

9.4 Main benefits

Improvements to people engagement strategies, policies and activities can provide the following benefits:

- a) optimizing the organization's quality culture;
- b) acquiring methods for innovating products, services and processes;
- c) improving results;

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