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# **The Human Resource Related Activities and Quality Function Deployment**

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**Paper title The Human Resource Related Activities and Quality Function Deployment**

### **Summary**

The idea of paper is to explore the function of HR department, but from standpoint of service quality provided by HR department. The service quality for the department mentioned above, within the organization, will be presented as category, depending from a couple of factors including the type of business, the level of organizational development in terms of organization lifecycle, the range or organization, etc. The HR function that will be a subject of research and evaluation, but in terms of service quality level provided to the employees will include training and developed activities, career development, and then performance appraisal system and compensation as well. The research will have to answer the question of how the quality for HR function are (no)related with other factors, and from that sense, the usage of the paper is expected to be put in function when design internal processes related with HR function; as well as to be foreseen the possible problem that may occur in organization regarding the independent categorization as of type of business etc.

**Key words (maximum three),** HR functions, HR quality, Job Performance

## Introduction

When people talk about QFD, the discussion is generally about the matrices. One rarely hears about the QFD as a system approach to product planning<sup>1</sup>.

In October 1983, Joji Akao introduces the **Quality Function Deployment**<sup>2</sup> (QFD) to the United States in a short article that appeared in *Quality progress*, the monthly journal of American society of Quality control. The QFD is a way to assure that the design quality while the product is still in the designs stage.

When we are relating QFD to the human resources, and human resources department, it should be taught as development a plan and afterward introducing an HR product, that will serve to people, and related with the everyday activities of HR “people”.

## Questions that need answer

The next question that needs to be answered is the plan of use this system in activities related with human resources.

**First** it should be clarified why are the customer of HR department; it is most than obvious that in every organization HR as department is supportive part of the organization, and from there comes out that the client of Hr department will be all the employees within one company, and even in one group consist for more companies.

The **second** question that should be clarified is after introducing the customers, understanding their needs (preferable in dept knowledge).

The **third** thing that needs to be clarified is developing a concept for solution which can meet their requirements.

## Quality Function Deployment

In the text below will be presented the 6<sup>th</sup> key terms associated QFD<sup>3</sup>:

- Quality Function deployment

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<sup>1</sup> James L. Bossert, Quality function deployment: a practitioner's approach, CRC Press, 1990, ISBN 0824783786, page 39

<sup>2</sup> Yōji Akao, Quality Function Deployment: Integrating Customer Requirements Into Product Design, Productivity Press, 2004, ISBN 1563273136, page vx, 3

<sup>3</sup> D. H. Stamatis, Six Sigma and Beyond: Design for Six Sigma, CRC Press, 2003, ISBN 1574443151, page 73

- An overall concept ....(i.e. marketing strategies, planning, product design, prototype evaluation, ...); ..broken down into “product quality deployment” and “deployment of the quality function”
- Voice of the customer
  - demands if the customers expressed in their own terms
- Counterpart characteristics
  - voice of the customers in technical language that specifies customers-related quality;
- Product Quality Deployment
  - activities needed to translate the Voice of the customer to Counterpart characteristics
- Deployment of Quality Function
  - activities needed to ensure that customer-required quality is achieved; the assignment of specific quality responsibilities to specific departments
- Quality tables
  - a series of matrices used to translate the voice of the customer into final product control characteristics.

QFD is a “system” for designing a product or service based on customer requirements, with the participation of all members of all functions of the supplier organization. It translated the customer requirement into the appropriate technical requirement for each stage.

The **activities** included in QFD are:

- Market research
- Basic research
- Innovation
- Concept design
- Prototype testing
- Final product or service testing
- After sales service and trouble-shooting

The QFD approach involves four distinct **phases**<sup>4</sup> (King; 1987):

- **Organization phase** – management selects the product or service to be improved, the appropriate interdepartmental team, and defines the focus of QFD study.

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<sup>4</sup> Thomas Pyzdek, The Six Sigma Handbook: A Complete Guide for Green Belts, Black Belts, and Managers at All Levels, McGraw-Hill Professional, 2003, ISBN 0071410155, page 121

Related with hr Top or HR Management selects what hr service or product should be improved or if not applied yet, what should be introduced as hr tool, service or product.

- **Descriptive phase** – The team defines the product or service form several different directions such as customer demands, functions, parts, reliability, cost and so on.

HR team writes down all the aspects like employees' needs, organizational needs, cost like time, budget, human resources engaged and other and make short and consist presentation of the situation.

- **Breakthrough phase** – The team selects areas for improvement and finds ways to make them better thought new technologies, new concepts, and better reliability, cost reduction, etc. and monitors bottleneck process.

In this situation the team decides about the parts and areas where it is needed to be introduced new tools, but regarding the priority and importance for the organization, including the cost and long or short term goals.

- **Implementation phase** – The team defines the new product and how it will be manufactured.

In this face it is decide with high precision what tools at the end will be introduced related with the business strategy, and gives instruction about the manufacturing and starts with building up the HR product.

### **Human resource activities**

First of all the HR activities in detail can vary from

- Industry to industry
- level of development of organization lifecycle
- Human resources department everyday activities in satisfying the customer (other employees) needs

In the list below will be presented the activities of Personnel function<sup>5</sup> (seen as part of human resource management)

- Staffing – human resource planning, recruitment and selection
- Rewarding – performance management, appraisal and reward systems
- Employee development
- Employee maintenance – health and safety
- Employee relations – individual and collective relationships with employees

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<sup>5</sup> Derek Rollinson, John Leopold, Aysen Broadfield, Rachael Hall, Jim Stewart, Yvonne Leverment, Susan Simpson, Hazel Williams, Diannah Lowry, Human resources in organizations, 2<sup>nd</sup> edition, Pearson Education, 2001, ISBN 0273643991, page 7

HRM is linked to the business planning through:

- Recourses plan
- Development plan
- Retention plan
- Flexibility plan
- Productivity plan – related with the organizational outputs
- Reward plan
- Downsizing plan. – related with the organizational outputs

The our research is concentrated on the smaller number of selected topics for HRM; where the situation will be treated from the perspective of current

- Training and development strategy,
- Performance measurement management and compensation (non)financial, and form the perspective of telecommunication business.

### **Practical part**

It will be presented the “House of quality” as a tool.

House of quality is the framework of the approach to design a management known as Quality Function Deployment (QFD<sup>6</sup>).

**The list of demanded quality** - Customer Requirements or **what** will have to be improved is the following:

1. Training strategy
2. Development strategy
3. Performance management
4. Financial compensation
5. Non-financial compensation
6. Group measurements
7. Individual measurements

**The list of quality characteristics** - Functional requirement or how it will have to be improved is the following:

8. Communication,
9. Collaboration,
10. Planning,
11. Organizing,
12. Controlling,

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<sup>6</sup> John S. Oakland, Total quality management: text with cases, Butterworth-Heinemann, 2003, 3<sup>rd</sup> edition, ISBN 0750657405, page 81

### 13. Teamwork

It is taken into consideration one type of business in this case communication business, as most developed in overall industry part, as well as the stage or organizational development. The results are presented below:

#### **Conclusion:**

In dept understanding of the employees needs is required as a foundation for developing HR practices and activities

Creating HR practices should be carefully development in the phase between adolescence, than prime up to stable stage of organizational development.

These practices can vary from business to business, because the expectation of the employees will vary even from organization to organization.

#### **References:**

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