

II INTERNATIONAL CONFERENCE

QUALITY SYSTEM CONDITION
FOR SUCCESSFULL BUSINESS
AND COMPETITIVENESS

PROCEEDINGS



ASSOCIATION
FOR QUALITY AND
STANDARDIZATION
OF SERBIA



KOPAONIK, 10-12/12/2014

PROCEEDINGS

Publisher:

Association for quality and standardization of Serbia

For publisher :

Professor Zoran Punoševac PhD

No. of copies :

100

Proceedings editors:

Professor Zoran Punoševac PhD

MSc. Ana Jelenković

Ivan Vesić

Print:

SaTICP d.o.o ,Vrnjačka Banja

ISBN 978-86-80164-00-7

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P R E F A C E

*During the period from 10th to 12th December 2014th year will be held sixteenth conference **QUALITY SYSTEM CONDITIONS FOR SUCCESSFUL BUSINESS AND COMPETITIVENESS** organized by Association for Quality and Standardization of Serbia, with support of the College of Business Economics and Entrepreneurship from Belgrade and Higher business school of professional studies "prof. Radomir Bojkovic, PhD", Krusevac.*

In addition to the jubilee of fifteen years, this collection is significant because this is our first international conference with higher level of organization which improvements of quality of infrastructure exceeds the boundaries of the Republic of Serbia

The papers are covered a wide range of thematic areas that deal with issues of quality systems. Some of the most important are: Quality system as condition for successful business and competitiveness, Improving quality infrastructure in the region, Occupational Health and Safety at Work, Development of integrated management systems, Establishing a QMS (from practice to practice), Enviromental management systems, Food Safety Management, Path to business excellence, Knowledge Management QMS in education, QMS in tourism, Quality and social responsibility, Quality in the automotive industry, Labortory accreditation, Measurement, control and quality of production, Project management and quality, Information system - function of the quality system, The quality system at public sector, Inovation and quality, Organizational behavior, leadership and management.

At this meeting would lead to the two round tables:

- **QUALITY MANAGEMENT AS A TOOL FOR PUBLIC ADMINISTRATION REFORM ORIENTED TO REQUIREMENT SATISFACTION AND EXPECTATIONS OF CITIZENS AND BUSINESSES**
- **QUALITY MANAGEMENT AND FOOD SAFETY STANDARDS IN FUNCTION OF IMPROVEMENT WITH SPECIAL REFERENCE TO STUDENT AND PUPIL DORMITORIES**

On behalf of the organizing committee II international scientific symposium to thank to all the authors and co-authors, co-organizers, all admirers of quality domestic and foreign, that contributed to success of conference.

President of the Organizing Committee

Professor Zoran Punoševac PhD

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Faculty of
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XVI National and II international conference

QUALITY SYSTEM CONDITIONS FOR SUCCESSFUL BUSINESS AND COMPETITIVENESS

Kopaonik, Kraljevi Čardaci 10. - 12. 12. 2014.

THE REVIEW OF GUIDELINES FOR THE HUMAN RESOURCE COMPETENCE MANAGEMENT IN QUALITY MANAGEMENT SYSTEM

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Abstract: Competence consists of the ability to respond to complex external influences, to which it is exposed a modern organization. Individual competence includes knowledge and skills that one possesses. Individual competence is focused on the competence of human resources, while the rest of the competency of the organization is reflected in its technical, technological and structural competence. In this paper, the focus of research is on the competency of human resources, as well as the concepts of managing this valuable resource by putting them into connection with the requirements of ISO 9001, ISO 9004 and ISO10015.

Keywords: organizational competence, competence of human resources, quality management

1. INTRODUCTION

Understanding the competence of an organization is a complex task, that seek to analyze and understand a number of scientists and experts in the world. In the world there are no two identical organizations that have the same business processes. Processes taking place within the organization are unique as the people within them. It is therefore logical that the competence of each organization is different. The question of which elements competence consists and what makes an organization more capable than others? Numerous studies have shown that the human resource is the most valuable resource that an organization has and with their quality management, organization strengthens its market position. Today would be a mistake to only analyze the human resource as a key factor in the success of the organization. Given the increasing complexity of processes in the organization and their mutual connection, and the strength of influence that certain factors in the business process have, it is necessary along with competence of human resources to include and put into relation the technical, technological and organizational competence.

2. ORGANIZATIONAL COMPETENCE

In the professional and scientific literature there are many definitions of competence. When we talk about competence it is necessary to see how that term is defined in dictionaries and linguistic literature. **Competency** (lat. competere; 1. misbecome, 2. strive for) implies - 1. jurisdiction, powers of an institution or person, authority; 2. area in which a person has the knowledge, experience. On the other hand, to be competent means – 1. capable, informed, who knows, a skilled, which is versed in some domain; 2. which by its knowledge or a power of attorney has a right to resolve or to do something, to judge about something, which is competent, empowered, qualified [6]. Taking into account the competence as an important characteristic related to the quality and quality system management, it can be defined at two levels. One is related to the competence of individuals - employees, and other with organization competence as a logical response to the demands of the environment that is complex and requires the integration of employees competence and skills of organization (technical, technological and structural) for a timely and adequate

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response to the impact of dynamic environment. For this reason, in ISO 9000: 2005 are defined the terms competence⁴ and capability⁵ which together form the competence of the organization. In Technical Assistance Guide for Developing and Using Competency Models - One Solution for the Workforce Development System (2012) term organizational competence „competence of the organization“ indicates on the reached level of success of the organization. On the other hand individual competencies characterizes the behavior of the individual in the circumstances, and the application of acquired competences in practice. According to Harvard Competency Dictionary „at the organizational level the focus on competencies in performance development/management enables us to align individual performance with values and strategy while maximizing individual performance in the pursuit of specific work-related objectives and behaviors. Performing job-specific tasks means being able to deliver organizational goals and built organizational vision and culture. In the nineties was mentioned the individual level of competence and level of core-competence. Rajadhyajsha (2005) defines core-competence as a company's characteristic area of expertise and consist of the synergy of intellectual assets such as motivation, employee effort, technological and professional expertise, and methods of collaboration and management processes that are difficult for competitors to duplicate. Considering that the competence of human resources can not be acquired only by formal education it is necessary in organization to conduct the assessment of employees and determine the competence gap to minimize possible future losses realized due to lack of competence of the staff. Vesa Taatila (2004) in his doctoral thesis presents a holistic approach to organizational competence using foundational analysis. This paper gives a platform for possible future research about better understanding how organizational competence could be reached. Within many definitions of organizational competence in various papers he defines it as „an organization's internal capability to reach stakeholders-specific situation-dependent goals, where the capability consists of the situation-specific combination of all the possible individual-based, structure-based and asset-based attributes directly manageable by the organization and available to the organization in the situation.“ According to Buntak et al. (2011) competence of the organization appears as a logical response to the demands of the environment that is complex and requires the integration of employees competence and skills of the organization (technical, technological and structural) for a timely and adequate response to the impact of dynamic environment. To this should be added the influence of the invisible (intellectual) capital⁶ on competitiveness and the sustainable success of the organization⁷. In this way opens up the need for defining the competence of the organization as the key characteristics of a quality control system. On the other hand, since very often competence joins solely to the competence of the employees ie human capital, just a characteristic of organization as a system confirms that the organization may have a characteristic of competence. Competence of the organization is becoming one of the three key characteristics of managing for achieving sustainable success of the organization in accordance with the concept of quality management⁸. Competence of the organization could be mathematically expressed as [2]:

$$K_o = \{K_{ijk}, S, a, r\},$$

where the symbols have the following meanings:

K_o – competence of organization,

S – the sum of key skills (structural, technical, technological) from S_1 to S_n with condition that is $S \geq 2$,

K_{ijk} – competence of human capital, or the employee.

⁴ Proven ability to apply knowledge and skills, with a note that in this international standard term competence is defined in terms of gender

⁵ The possibility of the organization, system or process to realize a product that fulfills the requirements for that product while ensuring the sustainable success of the organization

⁶ Intellectual capital is divided into human, structural (organizational), relational and intellectual property, and largely covers competence of the employees and the technological and organizational capability

⁷ See Buntak: Upravljanje intelektualnim kapitalom u funkciji održivosti poslovanja organizacije temeljene na konceptu upravljanja kvalitetom, 12th International Symposium on Quality [8]

⁸ A new revision of the ISO 9004: Management of sustainable success of the organization to the concept of quality management (Managing for the sustained success of an organization - A quality management approach) has undergone a significant step forward and become a complementary pair of ISO 9001 particularly with regard to the relationship to the environment and the competence the organization in function to achieve sustainable success

- a – attributes, properties of the system,
- r – relations, connections between elements of the system

This means that for the sustainable management of the organization in an uncertain environment, the organization competence is crucial for an adequate response to various influences of dynamic organizational environment because it reduces the characteristic of randomness or uncertainty in management.

3. HUMAN RESOURCE COMPETENCE USED TO ACHIEVE THE COMPANY STRATEGY

Buntak et al. (2011) defines employee related competencies, that is, individuals, have a set of related *knowledge, attitudes, skills* and other personal characteristics that affect on a major part of one's job. Competence is related to the work efficiency and it can be measured by using generally accepted standards and improve education, training and development. The main components of competence include: skills, attitudes, behavior, knowledge, personality, skills and experience. Competency is the ability to perform successfully a specific task, activity or function, and incompetence is its opposite. According to Liu et al. (2014) competency has three key characteristics as follows: (1) Correlate to work. The competency is the individual characteristics associated with the job; (2) distinguish the performance. The competency can make a performance distinction between outstanding staff and average ones; (3) correlate to performance.

Developing employees competence must be aligned with the strategy of the company used to achieve its overall vision. Figure 1 represents a model of strategic management which clearly shows how a human resource strategy can be defined and implemented.

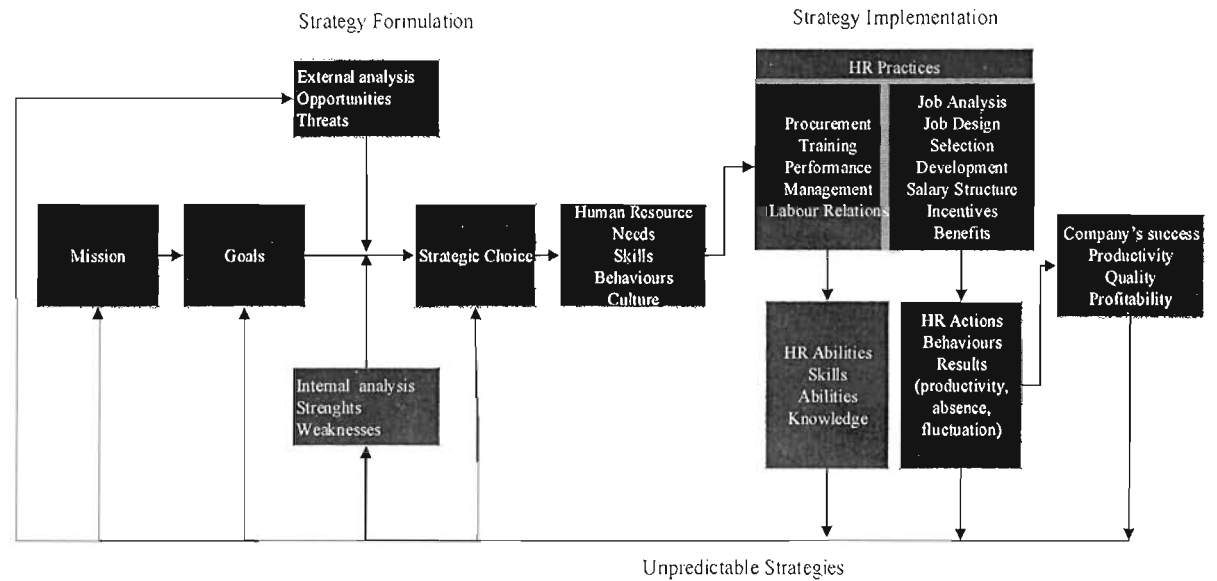


Figure 1: The Model of Strategic Management Process

Source: Noe A. R., Hoellenbeck J. R., Gerhart B., Wright P.M. (2006), Human resource management, Zagreb, MATE d.o.o., pg. 44

According to Noe et al. (2006) strategy formulation consists of five basic components of strategic management process, such as: mission, objectives, SWOT analysis and strategic choice. Human resources development plan must be linked to the strategy of the company. After a strategy has been documented, it is important to apply the same in practice. The part of human resource management process implementation also consists of five basic elements. One is a general overview of management practices that differ from company to company. Many companies develop their business models in order to enhance their business. Models are being developed for the entire organization or for a particular part of the organization. From the perspective of human resource management, competency model includes a list of skills and competencies that an employee must hold in an organization. Given the fact about the speed of information flow and technology development speed, model itself needs to provide information's to management about training needs in case the current competencies does not meet the market needs. Based on the needs evaluation for new competencies, management is taking actions related to competence increase by training organizing and

providing support to employees. In this way, management and the organization becomes efficient and effective.

4. COMPETENCE REQUIERMENTS ACCORDING TO STANDARDS ISO 9000FF

The concept of quality management places resource management as one of the key requirements for management governance (ISO 9001, clause 6) with special emphasis on human resources and its competitiveness. Figure 1 shows a brief overview of 9000ff standards that are defined by requirements for human resources competence and its management.

Standard	Clause	Focus on
9001:2008	6.2. Human resources	adressing competence gaps through education, training, skills and experience
9004:2009	6.3. People in the organization	people who are a significant resource of the organization and management is the key for optimal utilization of human resources
	6.3.2. Competence of people	"people development plan" establishment and associated processes for improving competence of employees
	6.3.3. Involvement and motivation of people	motivation, responsibilities and activities to create valute for the customer
10015:2002	4.1. Training: A four-stage process	training cycle ilustration starting with defining the training needs
	4.2. Defining training needs	defining gaps between the existing and required competence, defining training needs by employees, document training needs
	4.3. Designing and planning training	design and planning of actions for adresssing the competence gaps; and definition of the criteria for evaluating the training outcomes and monitoring the training process
	4.4. Providing for the training	supporting both the trainer and the trainee; and monitoring the quality of the training delivered
	4.5. Evaluating training outcomes	assessing if the organizational and training objectives have been met
	5. Monitoring and improving the training process	monitoring involves reviewing the entire training process at each of the four stages

Figure 2: The review of requirements for human resource competence according to Standard 9000ff

Source: Standard ISO 9001:2008, ISO 9004:2009, ISO 10015:2002

The impact on the business of an organization as well as on effective and efficient management of resources, companies have ISO 9001 and 9004 standards, in order to achieve long-term and short-term goals of companies and thus satisfy the expectations of customers, ie all stakeholders. Standard ISO 9001:2008 from the aspect of intellectual and human capital touches this area directly and indirectly through requirements for resource management in clause 6 of Standard and through model of process-based quality management system, or in clause 7 through the requirements for managing the process of realization of products or services. In the clause 6, which tells about managing resources, resource management is explicitly requested and particularly, the importance of human resources ie human capital is recognized, which can be seen in clause 6.2., human resources are discussed.

6.2. Human resources

6.2.1 General

Personnel performing work affecting conformity to product requirements shall be competent on the basis of appropriate education, training, skills and experience.

NOTE: Conformity to product requirements can be affected directly or indirectly by personnel performing any task within the quality management system.

6.2.2 Competence, training and awareness

The organization shall:

- a) determine the necessary competence for personnel performing work affecting conformity to product requirements,
- b) where applicable, provide training or take other actions to achieve the necessary competence,
- c) evaluate the effectiveness of the actions taken,
- d) ensure that its personnel are aware of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives, and
- e) maintain appropriate records of education, training, skills and experience

Figure 3: Excerpts from ISO 9001:2008, Part 6.2

Source: HRN EN ISO 9001:2009

Furthermore, ISO 9004:2009 also in clause 6 defines resource management, and in clause 6.3. management of human resources from the perspective of the management of human resources, competence, and the involvement and motivation of people is requested. Standard defines human potential as the most valuable resource of the organization for which organization should establish and continuously maintain a "plan of human development" in terms of ensuring adequate competency of human resources, as well as importance of motivation in terms of creating and providing new value for customers and other stakeholders (Buntak, Drożdżek, Sesar, 2014).

6.3. People in the organization

6.3.2 Competence of people

- identifying the professional and personal competences the organization could need in the short and long term, in accordance with its mission, vision, strategy, policies, and objectives,
- identifying the competences currently available in the organization and the gaps between what is available and what is currently needed and could be needed in the future,
- implementing actions to improve and/or acquire competences to close the gaps,
- reviewing and evaluating the effectiveness of actions taken to ensure that the necessary competences have been acquired, and
- maintaining competences that have been acquired.

NOTE: See ISO 10015 for further guidance on competence and training

Figure 4 : Excerpts from ISO 9004:2009, Clause 6.3.

Source: ISO 9004:2009(E)

Therefore, ISO 10015:2002 emphasizes the importance of adequate employee training in order to increase its competence. The Standard also provides a training guide that should help companies plan and develop employees competence. Development of competencies must be in accordance with internal and external organizational needs. Figure 6 shows how companies can improve quality by training. From this emerges the necessity of analyzing the needs for improvement of the organization. Organization's needs are divided into competence-related needs and other needs.

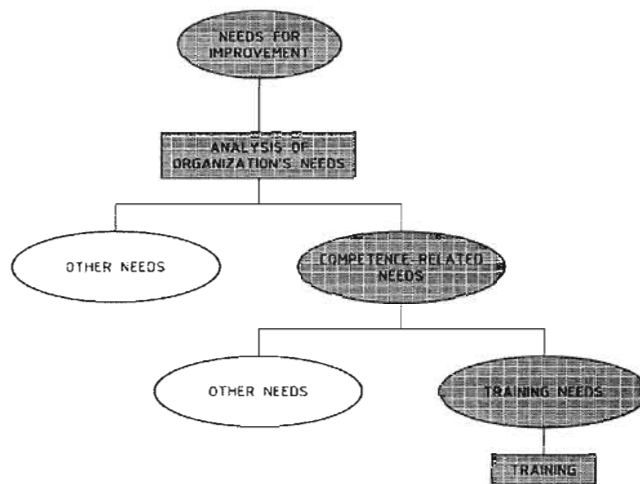


Figure 6: Improving quality by training

Source: Standard ISO 10015:2002

Competence-related needs are further divided into other needs and training needs. Clause 4.1. defines four stages of training process: defining training needs, designing and planning training, providing for the training and most importantly, evaluating the outcome of training.

4. Guidelines for training

4.1 Training: A four-stage process

4.1.1 General

For selecting and implementing training to close the gaps between required and existing competence, management should monitor the following stages:

- a) defining training needs;
- b) designing and planning training;
- c) providing for the training;
- d) evaluating the outcome of training.

4.2 Defining training needs

4.2.1 General

The purpose of this stage should be to:

- a) define the gaps between the existing and required competence;
- b) define the training needed by employees whose existing competence does not match the competence required for the tasks; and
- c) document specified training needs.

4.3 Designing and planning training

4.3.1 General

The design and plan stage provides the basis for the training plan specification.

This stage includes:

- a) design and planning of actions which should be taken to address the competence gaps identified in 4.2.5; and
- b) definition of the criteria for evaluating the training outcomes and monitoring the training process see 4.5, clause 5.

4.4 Providing for the training

4.4.1 General

It is the responsibility of the training provider to carry out all the activities specified for the delivery of the training in the training plan specification.

This also includes:

- supporting both the trainer and the trainee; and
- monitoring the quality of the training delivered

4.5 Evaluating training outcomes

4.5.1 General

The purpose of the evaluation is to confirm that both organizational and training objectives have been met, i.e. training has been effective.

Evaluations should be carried out on both a short-term and long-term basis:

- in the short term, trainee feedback information should be obtained on the training methods, resources used, and knowledge and skills gained as a result of the training; and
- in the long term, trainee job performance and productivity improvement should be assessed.

Figure 7: Excerpt from ISO 10015:2002, Part 4.

Source: Standard ISO 10015:2002

According to clause 4.2. a training plan must be developed in accordance with specific job and competence requirements through self-assessment of employees performance. The key is to identify which competencies employee must possess to be able to apply them and contribute to organizational culture and business.

Defined training needs must be documented. Clause 4.3. prescribes preparation of training plan in order to reduce the current gap between available and required competencies. It is essential that management monitors all four phases since the responsibility lies in perceiving arising needs and taking real training actions. This was highlighted in clause 4.4. where another requirement is being set for the management that, apart securing the resources, management must provide support to trainers who conduct training. It also needs to provide support to employees who were sent to training and monitor program quality. In order to develop the company in accordance with continuous improvement requirement it is necessary, from the perspective of quality management, to conduct training programs evaluation. Organizations aim must be achieving its goals through investments in employee development by acquiring competencies, through training, that were previously defined as insufficient and documented as such. According to Marusic (2006) manager must document the value of work, productivity and success of every individual, department, and must also take care of other resources. According to clause 4.5 evaluation can be short-term and long-term. Short-term evaluation is evident through employees feedback on gained methods and knowledge, while a long-term evaluation is possible only through the application of acquired knowledge and competence in their daily operations thus making it possible to measure the level of acquired competencies.

5. CONCLUSION

In order to achieve continuous improvement in the organization it is important to manage employees competencies, strategically. Reviewing the quality standards in the part of human resource competence they give guidance on how a company can ensure competence. Thus, 10015:2002 standard gives specific instructions on how to manage staff competencies and achieve greater quality and organizational efficiency. The standard provides a key to quality competency management which consists of identifying existing

competencies in the organization, needed competencies and the differences between them. A condition is that the whole process of management competencies needs to be documented. Thus ensures the continuous improvement and provides guidance for implementation in accordance with a defined application in the certification ISO 9001 standard. With a human resource competence that is aligned with the culture of the company, organization's can significantly achieve higher level of competitiveness in the market. Therefore, it is necessary that management governs employee's competency and supports the entire process of development. The entire process must be adjusted to market needs and result in improving employee's effectiveness and efficiency after completing the training programs. Employee's competence must be assessed continuously in order to provide trainings on time so the corporate development strategy can be achieved.

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