

Vodenje osnovne delovne enote po načelu celovite kakovosti Basic Work Unit Management According to the Principles of Total Quality

ANTON REPOVŽ

Evropski avtomobilski trg je postal trg obnavljanja voznega parka (trg se ne povečuje, pač pa le obnavlja), konkurenca pa je vedno močnejša.

Da bi se čim bolje prilagodili temu razvoju, se je Revoz odločil za izboljšanje organizacije dela in načina delovanja. Kar zadeva delo proizvodnje, je bila izbrana struktura osnovnih delovnih enot (ODE), in sicer zaradi:

- ustvarjanja aktivnega uvajanja stalnega napredka v okviru manjše skupine,
- zaupanja odgovornosti skupini za vključevanje osebne angažiranosti,
- zaupanja resnične samostojnosti delovanja upoštevajoč pravila tovarne.

Optimalno delovanje osnovnega člena v organizacijski strukturi dandanes omogoča pridobitev uspešnosti z uporabo animacije, s povečanjem pristojnosti in odgovornosti.

Torej zakaj ODE? Zato, da bi skupaj delali bolje!

Ključne besede: enote delovne, vodenje enot, kakovost celovita, razvoj enot

The European automotive market has become a market of renewal with the competition getting keener and keener (the total number of the vehicles on the road is therefore not increasing).

With the objective of following this development better, the Revoz company has decided to improve its working organization and the manner of organization. As far as the production itself is concerned, its human resources structure has been broken down into basic work units in order to:

- introduce the principles of continuing progress within a small group,
- give more responsibility to a group, while at the same time stimulating the commitment of each individual composing that group,
- obtain the autonomy of functioning in accordance with the rules the plant has set for itself.

With the optimum functioning of the basic link in the organizational "chain" achieved by means of animation, an increase in competence and the introduction of more demanding tasks, success will be ensured.

Well, why then a basic work unit? In order to provide a better way of working together!

Keywords: work unit, management concepts, total quality, development

I OSNOVNA DELOVNA ENOTA

Osnovna delovna enota (ODE) je nova organizacijska oblika, ki šteje največ 20 oseb, je tehnološko sklenjena celota in izvaja proizvodno ali storitveno dejavnost.

Je oblika organiziranosti, ki omogoča podjetju zagotavljanje stalnega napredka in lažje prilaganje novim proizvodnim zahtevam.

Upravlja jo vodja osnovne delovne enote na podlagi kazalcev uspešnosti. Člani osnovne delovne enote laže vzpostavljajo medsebojne stike in sodelujejo pri dejavnostih napredka.

I BASIC WORK UNIT

Basic work unit (BWU) is a new form of organization, consisting of 20 people at the most. In this technologically complete entity all its members are involved in work on the same basic production or tertiary sector activity, at the same location.

This organizational form enables the company to ensure continuing progress and to facilitate the adjustment to the new requirements in the field of production.

It is managed by the head of the unit on the basis of efficiency indicators. Members of a basic work unit feel more at ease when making contact with each other, and so they take an active part in the plant's drive towards progress.

2 ZAKAJ OSNOVNE DELOVNE ENOTE ?

Predvsem zaradi pospešenega razvoja v zadnjih 10 letih na področjih ekonomije, tehnike in družbe. Dejstvo je, da je evropski avtomobilski trg postal trg obnavljanja voznega parka, saj se vozni park v zadnjem času ne povečuje, temveč le obnavlja. Konkurenca postaja vedno močnejša. Tudi uvedene tehnologije so vedno bolj zahtevne. Glede na to, da ima človek vedno več znanj, so se razvila prizadevanja, kako človeku zaupati več odgovornosti in več nalog. Pojavlja se želja po večji produktivnosti, vendar ne na način, da bi zaposleni delali več, temveč je treba produktivnost izboljšati na račun boljše organiziranosti.

Da bi se podjetje Revoz lahko prilagodilo temu razvoju, smo se tudi mi odločili za izboljšanje organizacije dela in načina delovanja. Spremenili smo organizacijo, izbrali organizacijsko strukturo osnovnih delovnih enot zato, da bi:

- lahko aktivno uvajali stalni napredek v okviru manjših skupin,
- zaupali odgovornost skupini z vključevanjem osebne angažiranosti in
- lahko osebju zaupali resnično samostojno delovanje, upoštevajoč dogovorjena pravila tovarne.

Takšno delovanje v organizacijski strukturi dandanes omogoča zvečanje uspešnosti s spodbudo, povečanjem prostojnosti in zahtevnosti nalog. Torej: Osnovne delovne enote zato, da bi skupaj delali bolje!

3 KAKŠNE SO PRIDOBITVE ORGANIZIRANOSTI V ODE?

ZA IZVAJALCE

- večja samostojnost in odgovornost na delovnem mestu,
- možnost napredovanja,
- jasno opredeljene delovne naloge,
- večja usmerjenost v delo.

ZA PODJETJE

- možnost hitrega reagiranja na probleme,
- možnost stalnega napredka kakovosti,
- možnost večje prilagodljivosti proizvodnje,
- obvladovanje stroškov ter spoštovanje rokov.

FOR THE PEOPLE INVOLVED

- more autonomy and responsibility on the job,
- possibility of promotion,
- clearly defined tasks,
- possibility of greater concentration on the work itself.

FOR THE COMPANY

- possibility of prompt response to problems,
- possibility for quality to progress continuously,
- higher production adaptability,
- control of costs and meeting delivery times.

KONKURENČNOST

- možnost analize stanja
- možnost animacije
- možnost izvajanja izobraževanja
- možnost uspešnega vodenja

ZA VODJE ENOT

COMPETITIVENESS

- possibility of analyzing the situation
- possibility of animation
- possibility of training
- possibility of successfully managing the unit

FOR THE HEAD OF UNITS

2 WHY A BASIC WORK UNIT?

Mainly because of the accelerated development in the last ten years noted in the fields of economy, technology and society. The fact is that recently the European automotive market has been renewing its rolling stock rather than increasing it. The competition is keen and the introduced technologies are more and more demanding. As knowledge becomes broader and advanced it is only natural that people aim towards more responsibility and seek to be trusted with more and more tasks. The tendency for productivity to improve should also be noted. It has to be pointed out, however, that this tendency does not consist in making people work more but rather in introducing more efficient organizational forms.

In order to adapt to this development the REVOZ company has decided to improve its organization and its functioning principles. Consequently the organization has been changed by breaking down the company's human resources into "basic work units", in order to:

- introduce continuing progress within a small group,
- give a group more responsibility, stimulating at the same time personal commitment and
- obtain the autonomy of functioning in accordance with the rules the plant has set for itself.

In the context of the existing organizational structure, this type of functioning supported by animation, improvement of professional skills and introduction of more demanding tasks, ensures the company's efficiency. Generally speaking, the main goal of the basic work units implies an even more efficient process, a better way of working together.

4 STRUKTURA, DELOVANJE IN OKOLJE OSNOVNIH DELOVNIH ENOT

Pomembno je spoštovanje strukture oziroma zgradbe osnovnih delovnih enot, način delovanja ter organizacija in sodelovanje okolja.

4.1 Struktura oziroma zgradba

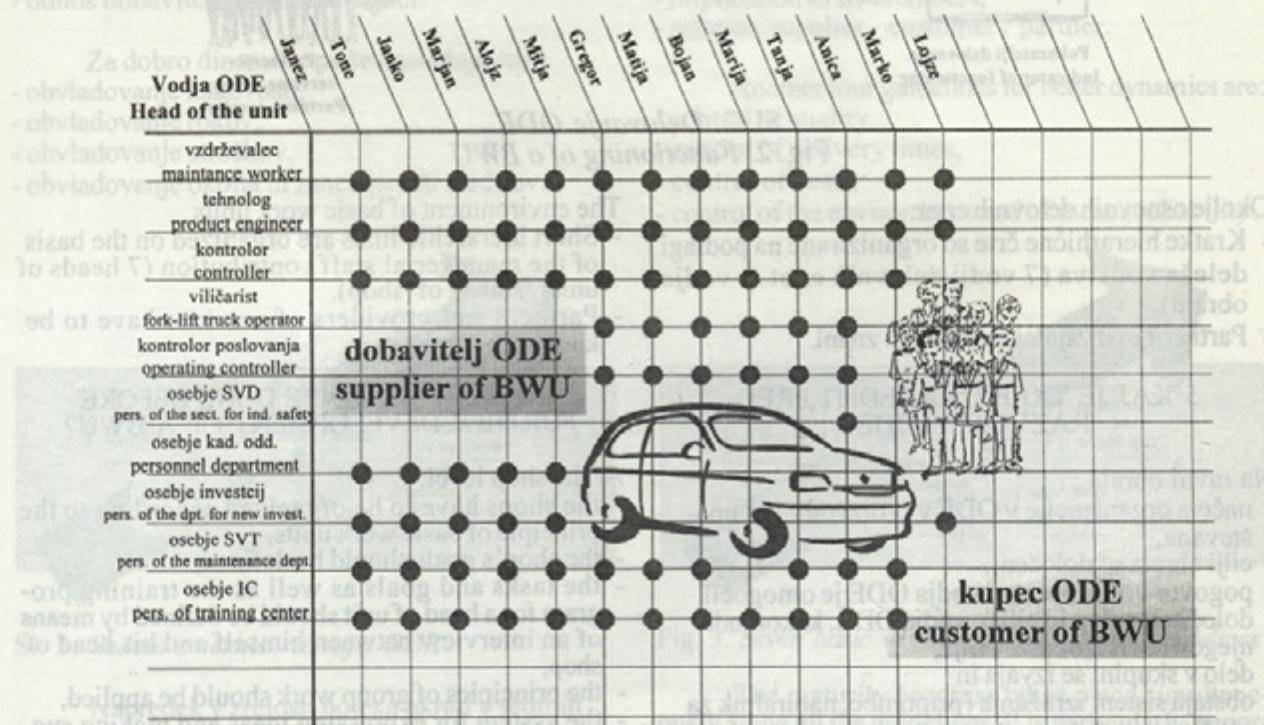
- Osnovno delovno enoto upravlja vodja, ki je odgovoren za njeno delovanje.
- Osnovno delovno enoto sestavlja do 20 članov, ki morajo delati v eni izmeni.
- Kupci in dobavitelji morajo jasno poznati probleme.
- Vloga izdelka in postopka morata biti jasno določeni.

4 STRUCTURE, FUNCTIONING AND ENVIRONMENT OF BASIC WORK UNITS

It is important to respect the basic work unit structure, the principles of its functioning as well as the organization and the participation of the environment.

4.1 The structure

- A basic work unit is managed by one head who is responsible for its functioning.
- A unit consists of up to twenty people who work in the same shift.
- Customers and suppliers must be well-known.
- The role of a product, as well as that of a process, must be clearly defined.



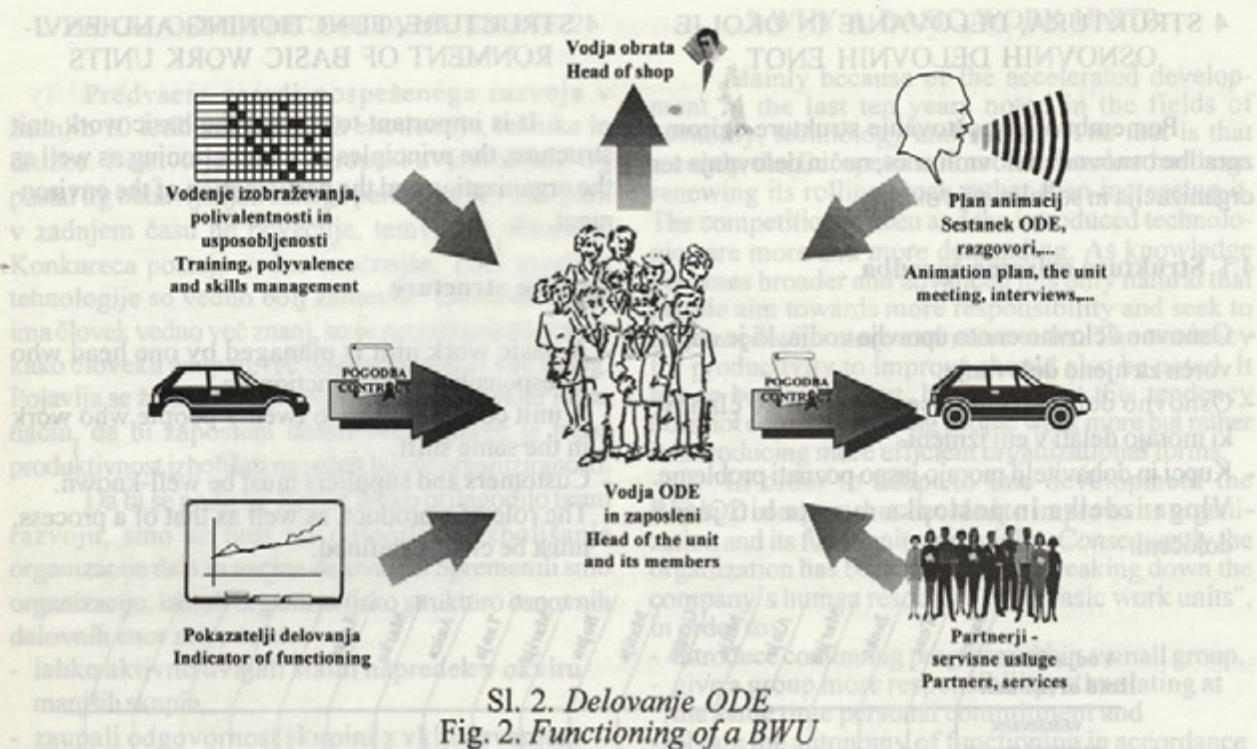
Sl. 1. Matrika strukture ODE
Fig. 1. The matrix of the BWU structure

4.2 Delovanje osnovnih delovnih enot

- Načrt osebnih animacijskih razgovorov mora biti načrtovan.
- Načrt napredka mora biti definiran in voden na podlagi ciljev in načrta aktivnosti.
- Področja animacije morajo biti jasno opredeljena, pokazatelji pa definirani.
- Obstajati mora strukturiran načrt izobraževanja za dvig usposobljenosti.

4.2 The functioning of basic work units

- The individual "animation" interviews have to be planned in advance.
- The progress plan has to be defined and managed according to the goals as well as to the plan of actions.
- The fields of animation have to be clearly defined, the same goes for the posted indicators.
- A structured training plan for improving the professional and other skills within the industry has to be worked out.



Sl. 2. Delovanje ODE
Fig. 2. Functioning of a BWU

Okolje osnovnih delovnih enot:

- Kratke hierarhične črte so organizirane na podlagi deleža vodstva (7 vodij delovnih enot / 1 vodja obrata).
- Partnerji in izvajalci morajo biti znani.

5 KAJ JE TREBA NAREDITI PRED RAZVOJEM ODE?

Na ravni obrata :

- načela organizacije v ODE v proizvodnji so upoštevana,
- cilji obrata so določeni,
- pogovor vodja obrata / vodja ODE je omogočil določitev nalog in ciljev vodje ODE, kakor tudi njegov načrt izobraževanja,
- delo v skupini se izvaja in
- obstaja sistem izražanja (pripombe, nabiralnik za predloge, itn.).

Na ravni ODE :

Izobraževanje o orodjih vodenja je načrtovano za vodjo ODE in prilagojeno napredku ODE. Za novega vodjo ODE, mora prevzem funkcije ustrezati zahtevam, ki jih določi tovarna (kriteriji selekcije, potek).

Pregled stanja ODE je pokazal, da :

- vodja ODE ima na voljo obnovljene osebne podatke vseh članov ODE,
- obstaja tehnična dokumentacija in postopki delovanja (EAQF 94),
- na voljo so tehnična sredstva,
- narejena je identifikacija okolja ODE (kupci, dobavitelji, partnerji),
- obstajajo indikatorji kakovosti, rokov, stroškov in človeških virov na ODE in
- obstaja načrtovanje animacije (individualna in kolektivna).

The environment of basic work units

- Short hierarchic lines are organized on the basis of the managerial staff contribution (7 heads of units / 1 head of shop).
- Partners and providers of services have to be known.

5 WHAT SHOULD BE DONE BEFORE FURTHER DEVELOPMENT OF A BWU?

At the shop level:

- the shops have to be organized according to the principle of basic work units,
- the shop's goals should be defined,
- the tasks and goals as well as the training program for a head of unit should be defined by means of an interview between himself and his head of shop,
- the principles of group work should be applied,
- the system for expressing ideas and making suggestions should be worked out.

At the basic work unit level:

A head of unit participates in a management tools training scheme adapted to the basic work unit development. Every new head of unit has to meet the criteria set by the plant (selection criteria).

A review of the existing basic work units shows the following situation:

- head of unit has at his disposal the updated personal files for each member of his unit,
- technical documentation as well as operating procedures are available,
- technical means are available,
- the basic work unit environment has been identified (customers, suppliers, partners),
- indicators for quality, delivery times, costs, human resources are available,
- the animation plans (individual and collective) are worked out.

6 RAZVOJ ODE

Ko so ODE nekoga obrata, oddelka ali tovarne predstavljeni kot dovolj vpeljani, jih je treba dodobra razviti.

Da bi to lahko naredili, mora hierarhična lestvica uporabljati bolj kakovostna in bolj napredna orodja. Ta razvojna stopnja, ki je v povzetku opisana v preglednici, bo ODE prenesla iz neke stopnje pasivnosti (ODE ugotavlja, člani ODE so dovzetni) na stopnjo zavestnega sprejemanja (ODE obvladuje, člani ODE so gonilna sila - motorji napredka).

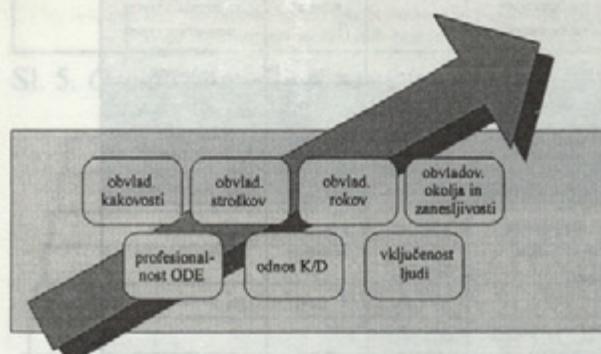
7 RAZVOJNE SMERNICE

Tri glavne razvojne smernice so:

- profesionalnost ODE,
- vključenost ljudi,
- odnos dobavitelj - kupec / partner.

Za dobro dinamiko pa še naslednje štiri:

- obvladovanje kakovosti,
- obvladovanje rokov,
- obvladovanje stroškov,
- obvladovanje okolja in zanesljivosti sredstev.



Sl. 3. Sedem smernic razvoja ODE

Napredek v zrelosti poteka hkrati v sedmih smernicah. Še posebej je pomembno, da med temi smernicami ne obstaja logika zaporedja. Torej bo uspešnost ODE toliko večja, kolikor bolj bo usklajen razvoj smernic; vodstvena struktura, še posebej pa vodja obrata, mora paziti, da ljudje ne premišljajo preveč o odstopanjih ravni med smernicami.

8 RAVNI ZRELOSTI

Ravni zrelosti ODE bi lahko strnili v naslednje stopnje:

- 1: ODE UGOTAVLJA, njeni člani so dovzetni.
- 2: ODE RAZVRŠČA, njeni člani so udeleženi.
- 3: ODE REŠUJE SVOJE PROBLEME, njeni člani so delovni.
- 4: ODE OBVLADUJE, njeni člani so gonilna sila (motorji napredka).

6 THE BASIC WORK UNIT DEVELOPMENT

Once the basic work units of a shop, a production department or the plant are running well, they have to be subjected to further development.

In order to do so, the hierarchic scale has to use more progressive tools and of better quality, too. The stage of development summarized in the table will transfer a basic work unit from a certain stage of passivity (BWU establishes; its members are only receptive) to a stage of a consciousness reception (BWU controls; its members are the driving force of progress).

7 THE DEVELOPMENT GUIDELINES

Among three main guidelines figure:

- professionalism of a BWU,
- implication of its members,
- relation supplier - customer / partner.

Another four guidelines for better dynamics are:

- control of quality,
- control of delivery times,
- control of costs,
- control of the environment and of means reliability.

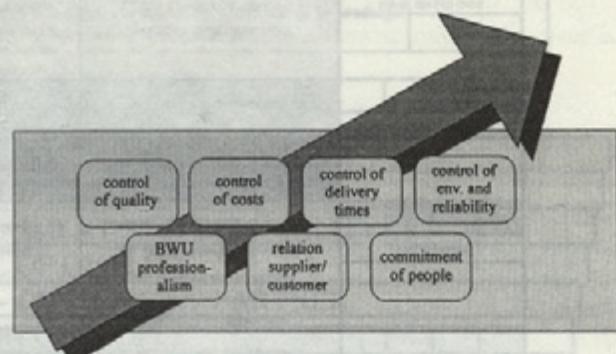


Fig. 3. Seven basic work unit development guidelines

The maturity progress takes place simultaneously along all the guidelines. It is particularly important to know that the guidelines do not follow sequential logic. The more consistent the guidelines development is, the more efficient a basic work unit will become. Managerial staff - the head of shop in particular - should, however make sure that people do not think too much about the discrepancies between the levels and the guidelines.

8 THE MATURITY LEVELS

The maturity levels of basic work units can be summarized as follows:

- Level 1: The basic work unit establishes; its members are receptive.
- Level 2: The basic work unit classifies; its members participate.
- Level 3: The basic work unit solves its problems; its members are active.
- Level 4: The basic work unit controls; its members are the driving force of progress.

STOPNJA	VLOGA VODJE ODE		CLANI ODE	INDIKATORJI	VLOGA VODJE OBRATA (CA)
	DEJAVNOST MANAGEMENTA	VODENJE NAPREDKA			
1 ODE UGOJAVA	OBVESTITI UPOŠTEVATI NAVODILA IZOBRAZEVATI	VODJA ODE OBVESTI ČLANE ODE O DOLOCENIH CILJIH S STRANI CA. INDIKATORJI REZULTATOV SO VIDNI NA PANOJU ODE	RECEPTIVNI	REZULTATOV	KONTROLIRAJ OBVEŠČA DAJE NAVODELA ANIMERA
2 ODE RAZVRŠČA NIVOVE	PREDRUŽITI ZAPOSLENCKI DIAGNOSTIKI IN KOREKTIV AKTIVNOSTIM	VODJA ODE DOLOČI POT NAPREDKA IN AKTIVNOSTI	UDELEŽENI	DIAGNOSTIKE	ODLOČA O AKTIVNOSTIH PREVERJA USMIRJA
3 ODE REŠUJE	DATI ODGOVORNOST IN SRDSTVO ČLANOM ODE ZA IZDELAVO PLANOV AKTIVNOSTI, GLEDE NA OPAŽENE NEPRAVILNOSTI	ODE IZDELA IN DA V UPORABO PLAN NAPREDKA	AKTIVNI	AKTIVNOSTI	POTRJUJE DAJE SREDSTVA POMAGA PODPIRA
4 ODE OBVLADUJE	DATI ČLANOM ODE SPOMBITO ZA IZDELAVO IN PREDLOGE AKTIVNOSTI NAPREDKA	ODE OBVLADUJE SVOJ NAPREDEK, ZAGOTAVLJA STALNOST SVIH AKTIVNOSTI IN PREDLAGA BOLJ AMBICIJSNE CILJE	GONILNA SILA	NADZORA	PREFRČA SE O SKLADNOSTI AUDITIKA KOORDINIRA

Sl. 4. Razvoj ODE in ravni zrelosti ODE

LEVEL	ROLE OF THE HEAD-OF-UNIT		MEMBERS OF THE UNIT	INDICATORS	ROLE OF THE HEAD OF SHOP
	ACTIVITY OF THE MANAGEMENT	PROGRESS MANAGEMENT			
1 BWU ESTABLISHES	TO INFORM, TO MAKE AWAKE, TO RESPECT THE INSTRUCTIONS, TO TRAIN	HEAD OF BWU INFORMS ITS MEMBERS ABOUT THE OBJECTIVES SET BY THE HEAD OF SHOP THE INDIC. OF THE RESULTS BEING DISPLAYED ON THE UNIT'S NOTICE BOARD	RECEPTIVE	OF THE RESULTS	TO CONTROL TO INFORM, TO GIVE THE INSTRUCTIONS TO PROVIDE ANIMATION
2 BWU HIERAR. ORGANIZES	TO ASSOCIATE THE STAFF TO THE DIAGNOSTIC AND TO THE CORRECTIVE ACTIVITIES	HEAD OF THE UNIT DEFINES THE WAY OF PROGRESS AND THE ACTIVITIES	PARTICIPATE	OF THE DIAGNOSTIC	TO DECIDE ON THE ACTIVITIES, TO VERIFY TO ORIENT
3 BWU SOLVES	TO GIVE RESPONSIBILITY AND THE MEANS TO THE MEMBERS OF THE UNIT IN ORDER TO MAKE THE PLAN OF ACTIONS AIMED AT THE IDENTIFIED DYSFUNCTIONS	THE UNIT WORKS OUT AND PUTS INTO PRACTICE THE PLAN OF ACTIONS	ACTIVE	OF THE ACTIVITIES	TO CONFIRM TO GIVE THE MEANS TO HELP TO SUPPORT
4 BWU CONTROLS	TO STIMULATE THE MEMBERS OF THE UNIT FOR WORKING OUT AND PROPOSING THE PROGRESS ACTIVITIES	THE UNIT CONTROLS ITS PROGRESS, ENSURES THE CONTINUITY OF ITS ACTIVITIES AND PROPOSES EVEN MORE AMBITIOUS GOALS	THE DRIVING FORCE	OF THE SURVEILLANCE	TO MAKE SURE OF THE CONSISTENCY TO AUDIT TO COORDINATE

Fig. 4. The basic work unit development and its maturity levels

Pri razvoju ODE, ima vodja obrata pomembno vlogo pri nudenju pomoči vodjem ODE ter pri organizaciji in koordinaciji pomoči za ODE, katerega to zadeva.

9 ORODJA KOT POMOČ PRI RAZVOJU ODE

Orodja za pomoč pri razvoju vsebujejo orodje autodiagnostike in sheme za boljši pregled (vizualizacijo razvoja ODE). Uporabljajo ga različne hierarhične stopnje.

Vodja ODE pripravi autodiagnostiko svojega ODE z uporabo orodja autodiagnostike, v katerem so opisane stopnje zrelosti za vsako smernico napredka.

The head of shop plays an important part in the basic work unit development by helping the head of the unit in the development as well as by organizing and co-ordinating this help.

9 THE BASIC WORK UNIT DEVELOPMENT WITH THE ASSISTANCE OF TOOLS

The assistance of tools in the basic work unit development comprises the tools of auto-diagnosis and the various diagrams for better presentation (visualisation of the basic work unit development). Different hierachic scales use them as follows:

The head of unit prepares the auto-diagnosis of his unit by means of tools for auto-diagnosis, in which the levels of maturity are described for each progress guideline.

Smernica OBVLADOVANJE ROKOV		
Smernica OBVLADOVANJE STROŠKOV		
Smernica OBVLADOVANJE OKOLJA IN ZANESLJIVOST		
Smernica OBVLADOVANJE KAKOVOSTI		
Smernica ODNOS KUPEC - DOBAVITELJ / PARTNER		
Smernica VKLJUČENOST LJUDI		
Primer: Smernica PROFESIONALNOST ODE		
NIVO	ZNAČILNOSTI	INDIKATOR
1	<ul style="list-style-type: none"> - Uradno so potrjene zahteve vsakega delovnega mesta : stopnja kompleksnosti, odgovornosti (rizik kakovosti, varnosti) in pridobljene fizične sposobnosti. - Pred vsako uvedbo na delovno mesto je potrebno izobraževanje o kakovosti, varnosti in o produkcijskih normah. To izobraževanje je zabeleženo. Člani ODE, izobraženi, zagotavljajo prenos izobraževanja v ODE. - Objavljene so stopnje prisotnosti. - Navodila, pravila, postopki varnosti in delovni pogoji so določeni, uradno potrjeni in sploščani. 	<ul style="list-style-type: none"> * Tabela kompetenc in polivalentnosti * Stopnja prisotnosti * Pravila varnosti
2	<ul style="list-style-type: none"> - Operacijska tehnična dokumentacija je na razpolago ODE-ju za različne aktivnosti : reguliranje, postavitev v zagon, zamenjava orodij, ... - "Dovoljenje za proizvodnjo" katerega vsebina in načini so uradno potrjeni, se opira na potrjene aktivnosti izobraževanja. Polivalentnost je organizirana. Število operaterjev, ki znajo držati več delovnih mest na sedežu ODE ali v drugih ODE-jih, je zelo pomembno. - Stanje glede prisotnosti / odsočnosti je dostopno vsem članom ODE-ja. Dopusti so planirani. - Audit se izvajajo na ODE-ju. Rizične situacije in nesreče so analizirane in so neprestano del posebne ankete. Predlagane so rešitve. 	<ul style="list-style-type: none"> Enako + Plan izobraževanja
3	<ul style="list-style-type: none"> - ODE upošteva obrubne dejavnosti (polikompetentnost). - Neprestano se ažurira tabela polivalentne in osebnih sposobnosti. Določen je potek izobraževanja in omogoča razvoj področja uporabe polikompetentnosti. Ustanovljena je funkcija izobraževanja, da bi olajšali učenje novih poklicev. - ODE upošteva vodenje dopustov, dodelitev na drugo delo, izobraževanja. - Plani aktivnosti za zmanjšanje rizikov nesreč in izboljšanje delovnih pogojev so izdelani v ODE. 	Enako
4	<ul style="list-style-type: none"> - ODE vodi aktivnosti napredka. ODE se pripravlja na razvoj proizvoda procesa. - Aktivnosti izobraževanja so planirane in upoštevajo bodoči razvoj proizvoda procesa. Posebna izobraževanja spremeljajo aktivnosti napredka v skupini. - ODE se organizira tako, da odgovori glede na cilje fleksibilnosti. - Delovne skupine za izboljšanje varnosti in pogojev pri delu, so vodene s strani članov ODE. ODE izdela in predлага svoje cilje varnosti in delovnih pogojev. Plani aktivnosti so vedeni in uporabljeni v bodočih projektih. 	Enako

Sl. 5. Orodje pomoči pri razvoju ODE, glede na sedem smernic

Guideline CONTROL OF DELIVERY TIMES		
Guideline CONTROL OF COSTS		
Guideline CONTROL OF ENVIRONMENT AND RELIABILITY		
Guideline CONTROL OF QUALITY		
Guideline RELATION SUPPLIER - CUSTOMER / PARTNER		
Guideline IMPLICATION OF PEOPLE		
Example: Guideline PROFESSIONALISM OF BASIC WORK UNITS		
LEVEL	CHARACTERISTICS	INDICATOR
1	<ul style="list-style-type: none"> - The requirements for every job are officially confirmed: the level of complexity, of responsibility (risk of quality, safety) and acquired physical abilities. - Each initiation on the job has to be preceded by training in the fields of quality, safety and production standards. This training is registered. The skills thus acquired have to be transferred into the basic work unit. - The presence rates are displayed. - Instructions, regulations, safety procedures and work conditions are defined, officially confirmed and respected. 	<ul style="list-style-type: none"> * Table of skills and versatility * Presence rate * Safety regulations
2	<ul style="list-style-type: none"> - The basic work unit has technical documentation at its disposal in order to carry out different activities: regulations, starting, replacement of tools etc. - The "authorisation for the beginning of production", the contents and ways of which are officially confirmed, is based on the confirmed training activities. The versatility is organized. The number of operators capable of executing more jobs in their own unit or in other basic work units is very important. - The situation regarding presence/absence is accessible for consultation to all the members of the unit-holidays are planned. - The audits are carried out in the unit. Risky situations and industrial injuries are analyzed and constantly subjected to a special survey. Solutions are suggested. 	<ul style="list-style-type: none"> Same as above + Training program
3	<ul style="list-style-type: none"> - The basic work unit takes into account the peripheral activities. - The table of versatilities and personal skills is being regularly updated. The course of training is defined, the function of training is formed in order to facilitate the training for new jobs. - The unit takes into account the plan of holidays, the transfers to another job, the training. - The plans of actions for reducing the risk of industrial injuries and improving the work conditions are worked out in the unit. 	Same
4	<ul style="list-style-type: none"> - The unit manages the progress activities and prepares itself for the product/ process development - The training activities are planned and the future product/process development is taken into account. Special training is accompanied by progress activities in the group - The basic work unit is organized so that it can answer according to the objectives of flexibility - The work groups for improving the industrial safety and work conditions are managed by the members of the unit. The unit works out and suggests its objectives in the field of safety and work conditions. The plans of action are managed and used in the future projects. 	Same

Fig. 5. The tools of assistance to the unit development according to the seven guidelines

Vodja obrata in vodja ODE:

- poročata o doseženem razvoju (stopnji zrelosti ODE) s strani ODE za vsako od smernic napredka v dokumentu "Razvoj ODE / stanje ODE",
 - odločata se za vsako smernico napredka, še posebej o ciljih glede na stopnjo in roke,
 - določata aktivnosti napredka, da bi dosegli te stopnje v predvidenih rokih.

Vodja obrata spremlja za svoje področje odgovornosti, autodiagnostiko svojih ODE. Diagram dokumenta "Sinteza obrata, oddelka ali tovarne" mu omogoča, da vidi dejansko stanje svojih ODE za vsako stopnjo posebej ter za vsako od smernic napredka.

Po zaslugu spremeljanja, je sposoben določiti prednostne aktivnosti, ki se jih je treba lotiti, da bi lahko usklajeno vodili vse svoje ODE.

10 SKLEP

Osnovna delovna enota je oblika organiziranosti, ki omogoča podjetju zagotavljanje stalnega napredka in lažje prilagajanje novim proizvodnim zahtevam. Pojavlja se težnja po večji produktivnosti, vendar ne na način, da bi zaposleni delali več, temveč je treba produktivnost izboljšati na račun boljše organiziranosti.

The head of shop and the head of unit:

- give account of the unit's development stage (the maturity level) reached by the unit for each progress guideline in a document entitled "The Basic work unit development/the stage",
 - decide as to the individual progress guideline, and particularly as to the objectives regarding the level and the time limits,
 - define the progress activities in order to reach the levels in the agreed time limits.

In his field of responsibility the head of shop follows up the auto-diagnosis of his basic work units. The diagram of the document "The synthesis of the shop, the production department or the plant" makes it possible for him to see the real situation of his units for each level as well as for each guideline.

Thus the follow-up of the units enables the head of the shop to determine the priorities which need to be undertaken so that he is able with consistency to manage all his units.

10 CONCLUSION

Basic work units are a new organizational form which makes it possible for the company to ensure its continuing progress and to adapt to the new production requirements. There is, furthermore a tendency for productivity to be improved, not by making the staff work more but by introducing more efficient organizational forms.

Avtorjev naslov: Anton Repovž
Revoz d.d.
Belokranjska 4
8000 Novo mesto

Author's Address: Anton Repovž
Revoz Ltd.
Belokranjska 4
8000 Novo mesto, Slovenia

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