



Conclusions of the 22<sup>nd</sup> International Symposium on Quality  
Poreč, Croatia, June 9<sup>th</sup> – 11<sup>th</sup>, 2021; (Zagreb online June 9<sup>th</sup> – 11<sup>th</sup>, 2021)

The 22<sup>nd</sup> International Symposium on Quality, organized by the Croatian Quality Managers Society (CQMS), is planned for June 9<sup>th</sup> – 11<sup>th</sup>, 2021 in Poreč. Due to the epidemiological situation, the Symposium was not held as planned in Poreč, but was held on the same dates, June 9<sup>th</sup> – 11<sup>th</sup>, 2021. online, from Zagreb. The co-organizers of the symposium are: 1) MSEECQI – Middle and South-East European Countries Quality Initiative; 2) Herzen State Pedagogical University, Faculty of Management, St. Petersburg, Russia; 3) Department of Production Engineering and Safety, Faculty of Management Czestochowa, University of Technology, Czestochowa, Poland; 4) University North, Varaždin – Koprivnica, Croatia; 5) University of Žilina, Žilina, Slovakia and 6) Juraj Dobrila University of Pula, Croatia.

The Symposium was held under the working title  
„QUALITY – YESTERDAY, TODAY, TOMORROW“

The patrons of the symposium were: MSEECQI – Middle and South-East European Countries Quality Initiative, Ministry of Economy and Sustainable Development, Ministry of Justice and Administration, Croatian Chamber of Economy, Croatian Accreditation Agency, State Bureau of Metrology, University of Zagreb, Juraj Dobrila University of Pula, Faculty of Economics and Business Zagreb (Postgraduate specialist university study programme Quality Management). Media patrons were: Kvalitet & izvrsnost, Belgrade, Portal Kvalitet, Belgrade, scientific journal Production Engineering Archives, Poland. Donors and sponsors were: University North Varaždin – Koprivnica, Zagreb Airport, Ltd, Gradska plinara Zagreb d.o.o., BDO Consulting Ltd, Zagreb, Croatian Chamber of Economy, Oskar – Centre for Quality and Development, Zagreb and Oskar Edukos, Zagreb.

The online symposium was attended by about 95 authors and participants from Croatia and abroad from 13 countries: Bosnia and Herzegovina, Finland, India, Lebanon, Poland, Romania, Russia, Slovakia, Slovenia, Serbia, Thailand, United Kingdom and Croatia. Among the authors and participants were students and professors from numerous universities, colleges and polytechnics. As part of the symposium, a panel was held on the topic: "Quality in public administration and competitiveness" with participants from: Finland, Slovenia, Serbia and Croatia. A meeting of the Steering Committee of the MSEECQI consisting of sixteen institutions and organizations from ten countries took place, too. The "Quality Manifesto" issued by IAQ - International Academy for Quality and the revised EFQM Business Excellence Model were presented at the meeting.

The Symposium Proceedings accompanying the Symposium (book, CD and electronic) contains 34 scientific and professional papers by authors from 11 countries. After the presented papers and discussions, the CQMS Steering Committee formulated the following symposium conclusions:

1. Regardless of the fact that the CAF (Common Assessment Framework) model is based on the European model for the improvement of public organizations through self-assessment, this will not be enough to reach the level of TQM. This level requires more than self-assessment. The combination with the quality management system in accordance with the requirements of the international standard ISO 9001:2015 is a good basis for starting the path to TQM.





2. The implementation of a quality management system in the public administration of the Republic of Croatia is necessary in order for the public administration to become more of a service to citizens and economic entities and is in the function of public administration reform in the Republic of Croatia. It aims to increase the competitiveness of the economy and the quality of life of all its citizens.
3. IAQ - International Academy for Quality has published a document entitled "Quality Manifesto". Quality rests on two key foundations: science and mutual respect for all people. Quality means that organizations meet the real and assumed requirements of all their stakeholders without harming society or the environment. The "Quality Manifesto" is a global framework that allows all countries and organizations to define their strategies, policies and goals within that framework in order to increase the quality of life of their citizens. In this sense, CQMS accepts the "Quality Manifesto" as a general framework for action.
4. Organizations need to start from their core business and important societal issues that they consider to be priorities for philanthropic action, which is important for improving efficiency and competitiveness.
5. The COVID-19 pandemic has forced higher education institutions to reconsider access to teaching and adapt to distance teaching. Teaching and exercises at technical faculties are a particular problem, as students expect more practical classes. Higher education institutions need to carry out an analysis and find a solution to meet the requirements of students as much as possible. Students expect to design a way of studying adapted to the requirements of the digital society and industry 4.0.
6. Research on work from home and teleworking, due to the COVID-19 pandemic, has shown that: 1) the definition of a workplace as different from the place of residence needs to be adapted to new circumstances; 2) work from home and working conditions are not sufficiently regulated, 3) experience indicates the need for job flexibility, 4) it is necessary to (re) define job quality indicators, 5) the future is in human resources.
7. Quality indicators have always been an indispensable factor in the functioning of the quality system. In parallel with the evolution of quality in the organization and its transformation from quality control to a quality management system, the character of indicators that describe quality has changed. The shift of quality from exact figures to qualitative assessments is accompanied by problems that are evidently present.
8. Sport is extremely watched, especially football, and therefore represents a significant global media tool for the presentation of positive environmental attitudes, examples, and improving the overall environmental awareness of citizens. The international standard *ISO 20121 - Event sustainability management systems - Requirements with guidance for use*, has found its application in the preparation and organization of the world's largest sporting events such as the Olympics and world championships, as well as in the largest projects of construction of the sports infrastructure.





9. Although contactless technologies in passenger and baggage flows have already, to some extent, been implemented at airports around the world, the COVID-19 pandemic has an impact on generally accepted practices in passenger processing, increasing the share of contactless technologies, accelerated implementation of biometrics and health control, and service flexibility. Through readiness and speed in the implementation of these changes, the level of quality of service provided to passengers will be identified. The short and long-term future will not be easy, but airports that recognize the importance of addressing the changing needs of passengers and employees, and that demonstrate the ability to change and adapt immediately in a period of economic recovery, will succeed.
10. The COVID-19 pandemic in 2020 represents an unprecedented external shock that has caused a new interest in studying the resilience of business organizations. There is a consensus in the literature that organizational resources have a significant impact on the development of organizational resilience, with particular emphasis on the liquidity and capitalization of business organizations.
11. Risk management in today's dynamic environment brings with it numerous problems, but also poses new challenges and opportunities for organizations, which implies the establishment of an appropriate system and culture of corporate governance that includes risk management.
12. Quality jobs are very precarious in terms of personal career development. These jobs are still not seen as jobs with a special impact on the business success of the organization. Only 10% of quality professionals stay in these jobs for more than five years. A large number of professionals in quality jobs are disappointed with the overall attitude of the organization towards these jobs. Compared to the previous two decades, there is a positive shift in the attitudes towards quality and quality work in general.
13. When considering the possibility of using construction waste, it is necessary to follow the waste hierarchy. Preference is given to reuse and then recycling. Filling should be an option in case reuse or recycling is not possible. Recycling of generated construction waste and its reuse for various purposes reduces the need for exploitation of natural resources and solves the problem of disposal and occupation of new space.
14. The ecological crisis as a phenomenon existed even before it was publicly noticed, discussed and scientifically processed. An individual will not be in conflict with nature when he begins to understand it better, where his creative and existential needs are not the center of the world.
15. The concept of sustainable development and the concept of a Smart City are two basic concepts of the modern world, created as a result of population growth in urban areas, climate change, limited resources and other changes and challenges. To facilitate the adaptation of urban areas to new concepts, which emphasize sustainability in economic, environmental and social contexts, ISO provides a range of standards, which are not only in line with UN sustainable development goals, but also the concept of Smart Cities. A number of standards whose requirements cities need to meet in order to achieve sustainable development emphasizes the standard *ISO 37120:2018 - Sustainable cities and communities - Indicators for city services and quality of life*, the first to propose a set of indicators to measure and monitor the success of Smart City initiatives.





16. The challenges of Industry 4.0 in the context of the COVID-19 pandemic require new competencies in line with new management models that need to adapt to new technologies and interdisciplinary competencies. It is necessary to identify the hard and soft competencies crucial to the new management model of industry 4.0 organizations looking for solutions to pandemic problems.
17. Documented information as part of a quality management system is a valuable resource and part of every organization's business asset. They represent one of the sources of organizational knowledge whose importance is emphasized in complex organizations which documenting the specific knowledge of individuals with the aim of systematic management is a necessary prerequisite for success and competitiveness.
18. The rate of innovation should be one of the key indicators of economic development.

It was awarded at the Symposium for the second time the "Dr. Josip Čiček Award" for the best student paper in the field of management systems. The winner of the award is Sebastian-Ivan Godina, a 5<sup>th</sup> year student at the University North in Koprivnica. The paper was published in the Proceedings.

During 2021, CQMS celebrates its 25<sup>th</sup> anniversary.

The framework for formulating these conclusions was presented to the participants of the 22<sup>nd</sup> International Symposium on Quality at the closing of the Symposium on June 11<sup>th</sup>, 2021. The conclusions were adopted by the CQMS Steering Committee at the 26<sup>th</sup> meeting held on July 8<sup>th</sup>, 2021, in Zagreb.

Zagreb: July 8<sup>th</sup>, 2021

CQMS Steering Committee

Assist. prof. Miroslav Drljača, PhD  
President

