

## **GOVERNMENT AND PRIVATE ENTERPRISE: WORKING TOGETHER FOR QUALITY RESULTS**

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ICEMAREY is a decentralised public organism with the mission of “being a pioneer and trustful organism in the construction, equipment, maintenance and rehabilitation of the public educational infrastructure; working together with our clients, for the achievement of better spaces for educating, everything with the purpose of improving the quality of life of our citizens”.

During the year 2002, at the beginning of the administration of our governor Patricio Patron Laviada, and according to the commandments established in the strategic model for the innovation of the federal government, the plan for the development of Yucatán and the CAPFCE regulations; we started a program for modernising our institution.

Our actions were divided into four points:

1. Administrative reorganisation
2. Work based on the federal and state governmental principles
3. Intensive work for training and improve the capabilities of our employees
4. Implementation of the program 5's.

After we had the certainty that these five actions were capable to be operated in our institution and could bring us better results; the leaders of the institution and a group of experts started searching specific instruments that allow us to improve the **QUALITY, PRODUCTIVITY, COMPETITIVENESS** and therefore, **THE RESULTS OF OUR INSTITUTE**.

First, we analysed the needs of our clients, users and citizens. From this analysis, we obtain the following conclusions:

1. We needed to please their needs
2. Optimise resources
3. Generate competitive and productive results with quality
4. Respect laws
5. Bring transparency to our operations
6. Keep our promises
7. Work with quality

From the previous conclusions, the institute decided that the following principles should be present in its daily work, in order to offer a better service, a service with quality:

1. Satisfy the needs of our clients and users

2. Obtain quality results
3. Respect the environment
4. Respect the established norms and laws
5. Allow the progressive improvement of the institution
6. Place the ICEMAREY at the top of the public institutions for the quality of its actions

The institute of Yucatán for the quality and competitiveness, which is part of the state government, proposed the model for direction with quality as the best alternative for obtaining our goals. The mentioned institute works together with the federal office for the governmental innovation which has the following mission: “transform the Mexican government into a competitive and world-wide class institution, able to contribute in the achievement of better results based on economic growth, human development and always obeying law.”

The model for direction with quality represents a system where eight different criterias must be followed in order to offer a better service, one with quality. The relation between the clients, users and citizens of any institution and the role of the leader of any institution, as well as their commitments, are only two of the eight criterions to be followed in this model. The criterions into the model for direction with quality are:

1. Superior value for the client
2. Responsible and involved leadership
3. Human capital and culture of quality
4. Strategic and operational planning
5. Information for making decisions
6. Process focus on clients
7. Social and environmental commitment
8. Competitive and productive results

In summary, the model for direction with quality begins knowing the needs and expectations of clients and it ends with competitive and productive results, it means with quality results.

Our second step consisted of getting the compromise of our employees for cooperating with the implementation of this model. After that, we started a seminar for knowing more about the model for direction with quality (120 hrs approximately). This seminar has the following characteristics: being useful, able to be applied in the institution, easy to access, and bring measurable results.

Once we started the implementation of the model for direction with quality, we realised that it was impossible to obtain our goals without the participation of the institution suppliers, in this case the construction companies that work with us, and that we had to take into account the promulgation from the new Mexican Norm for the Quality from the Educative Infrastructure promoted by the CAPFCE.

This situation took to us to design a strategy that allowed the suppliers construction companies to adopt the Model of Management Quality, the insertion of norm IFE in the corresponding sections of the Model, and to increase the trustworthiness of the works that are made by means of a certification to the construction company emitted by the ICEMAREY.

With these new bases we asked for the design of a Graduate of Direction by Quality for Constructors, being conscious that it was necessary that both models (ICEMAREY-CONSTRUCTOR) were aligned, having to work in equipment towards results of quality and united by the following necessities:

- ∞ Satisfy our clients' needs
- ∞ Fulfill expectations in quality, time and cost
- ∞ Optimise resources
- ∞ Bring transparency to our operations
- ∞ Obey the law

We developed a campaign for promoting the seminar among our suppliers (companies) with extraordinary results. This campaign allowed us to start two seminars for direction with quality. The first one, with 17 companies, has already finished. In the second one, there are 15 companies and at the moment, they are studying the sixth criterion. The companies participating in the second group have the 70% of their designs for implementing the model for direction with quality. From this action, the ICEMAREY will be working with certified companies in the use of this model.

In order to guide the companies for the implementation of the program according to our requirements, the ICEMAREY created a new system for having direct communication with our suppliers. From this direct communication, the institute has obtained excellent results and we have been able to know the advances made by the companies in the design of their plans for implementing the model. At the same time, the institute is having the opportunity for helping the companies to adopt technical instruments that will guarantee the quality of their work.

Today, the results have been positive, we can clearly see how much our work has improved in quality, time and cost, always taking care of the environment. We have evaluated our service, with the help of our clients, and we have seemed the difference with the decrease of the clients' complaints.

The ICEMAREY and the private enterprises, construction companies, are conscious that this is only the first step for implementing the model for direction with quality, and that this model involves a continuous improvement in order to bring total satisfaction to our clients. Therefore, we have decided to continue with it.

When we knew about this reunion, we decided to have a special activity at the institute. Two groups, one was integrated by the companies that work with us, and the other by administrative personal from the institute. Each group had to answer a list of questions related to the advantages that the implementation of the model could bring them. From this activity we obtained the following results:

#### **Advantages at the institution**

- ∞ Quality results
- ∞ Satisfaction of the client
- ∞ Optimisation of resources
- ∞ Standardisation and systematisation of processes
- ∞ Work focus on results

- ∞ Work with a quality philosophy
- ∞ Transparency in the operation
- ∞ Respect of the law
- ∞ Fulfil expectations in quality, time and cost

#### **Advantages of the construction company**

- ∞ Improvement of the company productivity with a philosophy of complete satisfaction to the client
- ∞ A clear vision of the company's objectives, the possibility of obtaining better results, quality results
- ∞ Continuous competitiveness that will lead us to a continuous improvement
- ∞ The model helps to create a plan for optimising organisational and human resources
- ∞ Credibility and confidence from the institute that will allow us to work without being subject of excessive tax regulations. It will allow both, the company and institute, to save in administrative expenditures.
- ∞ Constant feedback of the work realised. It will show us our deficiencies without the intervention of the institute. It will help us to find solutions to our problems.

#### **Advantages (ICEMAREY) in the implementation of the model for parts, institute and companies:**

- ∞ Common goals
- ∞ Quality results
- ∞ Satisfaction to the client, user and citizen
- ∞ Better understanding between institute-companies
- ∞ Knowledge of the companies' needs

#### **Advantages (CONSTRUCTION COMPANIES) in the implementation of the model for parts, companies and institute**

- ∞ Openness of opportunities for having more projects with the institute, because of being able to satisfy its needs
- ∞ Better communication from the company to the institution as well as from the institution to the company. Credibility between parts. An easier way to standardise criterions.
- ∞ Knowledge of the institution' needs, the importance of working together in a systematic method
- ∞ The model makes efficient the administrative processes

As you can appreciate in this stage of the program we have advances, which become necessary to maintain and to increase, also, we must recognise that we have some situations that we must improve,

which next we presented/displayed to them:

#### **Problems that the institute has found in the implementation of the model**

- ∞ Resistance to change
- ∞ Poor realisation of the clients' needs
- ∞ Power boundaries
- ∞ Lack of compromise among employees
- ∞ Difficulties for changing paradigms

#### **Problems that the companies have found in the implementation of the model**

- ∞ Resistance to change the system and methodology of work at all levels
- ∞ Lack of compromise of the organisation leader for implementing the model
- ∞ Resistance and lack of compromise among employees
- ∞ Resistance to a new culture of work
- ∞ Leaders resistance to make changes and compromises

In summary, the problems that the parts should resolve at this stage are:

- ∞ Obtain the compromise of the leaders
- ∞ Generate a cultural change among employees. Make employees conscious about the responsibility that the institution and companies have, for bringing better results. They work together in a learning- teaching process.

In synthesis the advantages that we have obtained in the application of the Model of Direction by Quality are: to work with an approach to clients, direction to quality results, productive and competitive. Work together with the same objective, satisfy clients.

This model was presented to the ANOCIE being approved in the last national assembly. At this moment we are still designing but we hope to start the implementation of the model at the end of this year. We would like to thank Mr. Fernando Larrazabal, general director of CAPFCE, for his support and the facilities given for the implementation of this model.

For the next months, in addition to the mentioned goals, the institute has developed the following work plan:

1. Align the institute model and the one from the companies, to the IFE norm of the CAPFCE.
2. Finish our first model for direction with quality
3. Improve our communication and measure systems of results (ICEMAREY-CONSTRUCTION COMPANIES).
4. Initiate two more seminars for construction companies and one for other kind of supplier.

5. Finish the digitalisation of our information and communication systems
6. Select the system that will allow the institute to evaluate the implementation and improvement of the model for direction with quality by the construction companies; as well as measure the results that they are obtaining in their work. Everything with the purpose of keeping their certification updated.
7. Improve the institute's results and the satisfaction of the clients

To facilitate the accomplishment of the previous work plan, the institute has the following proposals:

8. Design a norm to be the base of a system for direction with quality which will be aligned as follows: clients-organism-supplier.
9. Focus our actions to obtain productive, competitive and quality results
10. Have only one norm that rules construction companies and organisms charged with the responsibility of creating infrastructure. The parts should be forced to receive certification in order to operate.
11. Establish the need for taking care of the environment and the preservation of the cultural heritage of the region.
12. Direct our actions to offer comfort and support the continuity of the learning-teaching process

We know that our road is still long, that we are just at the beginning. However, the results that we have achieved are good enough for motivating us to continue with our mission. We are conscious about the role that we should play in the educational process of our country.

Finally, we would thank for its commentaries and contributions, which welcome and will be taken advantage of in our work.