

21 YEARS OF QUALITY MANAGEMENT AND CONSUMER PROTECTION IN ROMANIA

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Abstract: The former socialist/ communist rule kept Romania almost isolated from the Western World during about half a century (1945-1989). All about 7000 Romanian former state-owned companies (which were operational at the end of 1989) were obliged, by Law, starting the years '60, to organize their own so-called "CTC (Technical Quality Control) Department", in order to only inspect the quality of their products. In 1992, two years only after the fall of Ceausescu's dictatorship, in Romania were published both the first Romanian edition of famous ISO 9001 standard (in 1987, when ISO published its first international issue, the former Romanian regime did not allow the translating of it in Romanian!) and the first Consumer Protection Act in Romania's history. This paper introduces - from both historical and professional insider's perspective - the most important facts, challenges, issues and outcomes of these very important events, happened over two decades ago.

Key words: Romania, quality management, consumer protection, legislation, organizations, approaches

Introduction

Romania is *the ninth largest country of the EU* by area [about 238,400 square kilometers (92,000 sq mi)] and has *the seventh largest population of the EU* (with over 19 million people⁵). Its capital and largest city is Bucharest - *the tenth largest city in the EU* (with a population of around 2 million).

„Romania joined NATO on 29 March 2004, the European Union on 1 January 2007 and is also a member of the Latin Union, of the Francophonie, the OSCE⁶, the WTO⁷, the BSEC⁸ and the United Nations.”⁹

Like for other former “socialist” countries, the transition of Romania to the functional free market economy, between years 1990-2000, included the transition

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⁵ According to Romanian 2011 Census

<http://www.insse.ro/cms/files/statistici/comunicate/alte/2012/Comunicat%20DATE%20PROVIZORII%20RPL%202011.pdf>

⁶ OSCE - Organization for Security and Co-operation in Europe

⁷ WTO – World Trade Organisation

⁸ BSEC - Organization of the Black Sea Economic Cooperation

⁹ <http://en.wikipedia.org/wiki/Romania>

of companies and of other organizations from State "Quality Control" towards the much more efficient "Quality Assurance" and "Total Quality Management" approaches.

Former Passive-Repressive Approach of Quality

The former "socialist" rule kept Romania isolated from the Western World for almost half a century (1945-1989).

Starting years '60, all Romanian industrial companies (large, medium and small - all State-owned) were obliged to introduce the so-called State „Quality Control” as expression of *the Passive-Repressive Approach of Quality* [4]. Its characteristics were the following:

1. Over 12,000 mandatory State national standards (called "State Standards" - STAS)

2. Legislation and rules implementing exclusively the *State „Quality Control”*

According to the former legislation, all Romanian industrial companies were State owned and compelled to adopt, since their founding, the microeconomic "Quality Control" approach. This was very frequently understood and achieved - thanks mostly to the lack of resources - as only "Inspection" approach (also called "passive Quality Control" approach, without "corrective actions" and with few efficient "corrections"). The "Inspection" approach - invented in industrialized countries over a century ago - is considered today to be only the first step of all other more efficient "Quality Management" approaches (like "active Quality Control" or "Quality Control", "Quality Assurance", "Total Quality Management").

The "Quality Assurance" approach was implemented before 1989, in Romania, only in some very few companies, operating mainly in the nuclear, aeronautics, electronics and defence sectors.

The "Total Quality Management" approach models, principles and practices were, until years 2000, practically ignored in Romania.

3. Establishment and operation of *central and local governmental agencies* (the so-called "State General Quality Inspectorate"- IGSCCP¹⁰ or "Quality Police") aimed to over-check manufactured products and to punish - especially financially - companies' staffs and employees found "guilty" for not having provided quality products.

These three above mentioned features characterized the so-called "Passive-Repressive Approach of Quality", a former *State quality policy* that was specific to

¹⁰ IGSCCP – Inspectoratul General de Stat pentru Controlul Calității Produselor (State General Inspectorate for Products' Quality Control)

Romania and to other centrally planned economies from Central and Eastern Europe as well as from Asia, during some decades (1960 – 1990).

Many Romanian quality professionals do agree now that this approach came in Romania and in other ex-“socialist” countries from USSR (via GOSSTANDARD) that, in turn, imported it - after the Second World War - from USA. (“*The US approach has historically been command-and-control oriented. This might be the result of a history of political and military management as a basis for business management.*” [4].

This situation was reflected in a negative way as well in the educational system as in creating a solid quality culture, especially regarding “prevention” versus “detection”/ “correction” attitudes and behaviours.

In December 1989, this Romanian authoritarian approach was abandoned and the “Quality Police” dismantled. But their counterproductive heritages – especially at the level of people mentalities, attitudes, behaviours, etc. – still remained.

CNSMC - a new but ephemeral governmental agency which drafted Romania’s first new laws and government decisions on quality matters

After 1990, like other Central and Eastern European countries, Romania was facing the great challenge of rapidly implementing and adjusting its accreditation and certification systems according to the *EU Quality System* as well as implementing quality standards and quality systems in its private and state owned companies. In order to cope with these objectives, starting years 1990-1992 and till 2006, new legislation was adopted and new infrastructures were established in the fields of standardization, certification, accreditation, metrology and consumers’ protection.

A new but ephemeral governmental agency – *the National Commission for Standardization, Metrology and Quality (CNSMC¹¹)*, employing over three thousands people within six organizations¹² and managed by author, as Minister State-Secretary – was established in February 1990, in order to identify needs and to propose necessary legislative and institutional changes, compatible with democracy, free market economy and EEC policies [4]. During its only two years

¹¹ CNSMC – Comisia Națională pentru Standarde, Metrologie și Calitate

¹² The six initial components of CNSMC were (in 1990): **IRS** (Institutul Român de Standardizare/ Romanian Standardization Institute), **OSC** (Oficiul de Stat pentru Calitate/ State Office for Quality), **IMS** (Inspekția Metrologiei de Stat / *State Metrology Inspection*), **ISCC** (Inspectoratul de Stat pentru Calitate în Construcții / *State Inspectorate for Buildings’/ Constructions’ Quality*), **INM** (Institutul Național de Metrologie/ *National Metrology Institute*), **LAREX** (Laboratorul Român pentru Testări și Expertizări/ *Romanian Testing Laboratory*).

action, the CNSMC drafted over twenty Laws and Government Decisions on standardization, metrology, certification, accreditation and consumers' protection matters. The last one was a new concern in all emerging European democracies intending to become free-market based "capitalist countries" with "consumer societies"¹³. These drafts attempted to start the harmonization of Romania's legislation, standards, structures and procedures with those existing in EC Member States.

In 1990, CNSMC established or re-established memberships of its component organizations - as Romania's specialized bodies - in different international organizations like: International Standardization Organisation (ISO), Comité Electrotechnique International (CEI), European Telecommunications Standardization Institute (ETSI), Bureau International de Poids et Mesures (BIPM), Organisation Internationale de Metrologie Legale (OIML), European Organisation for Quality (EOQ), etc.

During the same year, after thorough documentation, some expert teams of CNSMC started to elaborate first drafts of Government Decisions and Laws. It was a difficult task because CNSMC's action domains – standardisation, metrology, quality and consumers' protection - were heterogeneous and full of innovations (in rapport with their levels of development in Romania before 1990).

Simultaneously, CNSMC supported the initiatives of some of its employees and collaborators aiming to establish new specialized non-governmental bodies. Thus, till the end of 1990, there were founded, for example, the Romanian Quality Association - ARC¹⁴, the Consumers' Protection Association - APC¹⁵, and the Network of Romanian Laboratories - RELAR¹⁶.

In 1991, CNSMC proposed to Romanian Government a *National Quality Policy* (a proposal published by the *Romanian Government Bulletin, No. 30/1991*). Instead of an appropriate decision, in August 1992, the Romanian Government ... dismantled

¹³ "Consumers society" and "consumers protection" concepts, goals and practices were officially rejected and/ or even banned in some former "socialist countries" as being ideologically and politically incompatible with the goals and objectives of future "socialist society" and/ or "communist society" (planned to be erected).

¹⁴ ARC – Asociația Română pentru Calitate (*Romanian Association for Quality*, www.quality.ro)

¹⁵ APC – Asociația pentru Protecția Consumatorilor (*Association for Consumers Protection*, www.apc-romania.ro)

¹⁶ RELAR – Asociația Rețelei de Laboratoare din România (*Association of Romanian Laboratories Network* (forerunner of today RENAR – *Romanian Association for Accreditation*, www.renar.ro)

CNSMC (by Governmental Ordinance¹⁷, GO, No.18/92) and promulgated other three GO: on **standardization** (GO No. 19/1992), on **metrology** (GO No. 20/1992) and on **consumers' protection** (GO No. 21/1992), as well as the Governmental Decision, GD, No. 167/1992 on **national quality certification system** – all based on drafts proposed by CNSMC. All GO were put in force immediately, but their approval by the Romanian Parliament came only two years later (by the Law No.11/1994). According to these new regulations, *most of national Romanian Standards SR (former State Standards, STAS) became voluntary, the fundamental universal rights of consumers were officially recognized/ granted, a new government agency - the Consumers' Protection Office (the forerunner of today ANPC¹⁸) and its network - was founded and over hundred non-governmental associations for consumers protection were created within most important cities.*

Thus, the Romanian Government decided in 1992 to abandon or to transfer gradually most of its former quality responsibilities in order to involve itself in only few quality matters, especially in **standardization** and **certification** (through IRS – the Romanian Standardization Institute, a former governmental agency, the forerunner of today ASRO¹⁹), **metrology** (through BRML – the Romanian Office for Legal Metrology) and **consumers' protection** (through OPC – the Consumers' Protection Office).

Meanwhile, a former Research and Technology Ministry (MCT) established however an own quality structure dedicated mainly to the establishment and management of quality programs/ projects funded by EU (PHARE Programme).

It is to be mentioned that, in 1991, the Romanian Government has decided that the new established Ministry of Public Works (MLP) should subordinate ISCC, the State Inspectorate for Constructions' Quality, a very important governmental agency that was also included, between years 1990-1991, within CNSMC.

No other quality structures (excepting some small departments *dedicated to consumers' protection*) were created within other concerned governmental agencies (including mainly the Ministry of Industry²⁰, the Ministry of Transports and

¹⁷ OG – Ordonanță de Guvern (GO - Governmental Ordinance) ; L – Lege (L - Law)

¹⁸ ANPC – Autoritatea Națională pentru Protecția Consumatorilor (*National Authority for Consumers' Protection*) managing a national network of 41 regional/ countys' *Offices for Consumers' Protection* (OPC – Oficiul pentru Protecția Consumatorilor)

¹⁹ ASRO – Asociația de Standardizare din România (*Romanian Standards Association*, www.asro.ro)

²⁰ The Ministry of Industry was then the forerunner of today's Ministry of Economy, Trade and Business Environment

Tourism, the Ministry of Telecommunications²¹, the Ministry of Education²², the Ministry of Health, the Ministry of Agriculture, etc. – which were nevertheless confronted with many quality challenges - „hoping” that the free-market will succeed alone to solve itself these problems!!

In 1992, IRS, the Romanian Standardization Institute – one of the basic components of CNSMC - succeeded finally to translate, adopt and publish (even with 5 years delay!) the *Romanian edition*²³ of the first issue of ISO 9000 family standards. As it is worldwide largely known, this first international issue of these standards was published by ISO in 1987 but, till 1989, a Romanian version of these standards was informally banned in Romania, as being “unnecessary”²⁴!

Consequently, following the publishing in 1992 - *for the first time*, during the whole Romania’s history - of both fundamental documents *Consumers Protection Act* and *ISO 9000 family standards*, **we may considered that 1992 signified the formal introduction in Romania of Consumers’ protection and Quality Management matters** (mainly through *references* - concepts, principles, requirements, etc. – as well as through *structures* and, later, through *practices*).

New regulatory frame and new structures dedicated to trust/ confidence generation and market surveillance

After the dismantling of CNSMC in August 1992, during the following 20 years, *some hundreds of small companies and non-governmental bodies dedicated to quality* were created, in order to deal with *certification, accreditation, education & training and consultancy in Quality Management* matters, as well as in order to survey the market.

²¹ The Ministry of Telecommunications was then the forerunner of today’s Ministry of Communications and Information Society

²² The Ministry of Education was then the forerunner of today’s Ministry of Education, Research, Youth and Sports

²³ The first Romanian edition of ISO 9000 standards (most „attractive” and “interesting” of them being ISO 8402 and ISO 9001 standards) was a trilingual (Romanian/ English/ French) publication, in order to facilitate the understanding of their somehow “unusual” content. All further Romanian editions of all ISO 9000 standards were published later only in Romanian...

²⁴ According to some former IRS employees, the answer given in 1987 by one of the former Romanian Communist Party leaders at their official request to be allowed to publish a Romanian version of ISO 9000 standards was: “*Comrades, there is no need to publish such standards in our country because we do not need <quality systems> in Romania, our <socialist system> being sufficient!*”. In addition, only in 1990 it became possible to re-establish the ISO membership of IRS (by an official delegation of CNSMC).

Meanwhile, *some dozens* of **new basic regulatory measures** were promulgated in the areas of quality assurance/ certification and of consumers' protection; the most important of them being the following:

- *L No. 10/1995* - on *buildings' / constructions' quality*
- *GD No. 629/1996* - on *products quality assurance and their certification*
- *GD No. 908/1996* - establishing *CIIC – the Inter-ministerial Council for Quality* (managed by the Ministry of Research and Technology) in order to assess/ propose quality legislation and to establish a *National Program on Products and Services Quality*.

The CIIC was later suppressed and this program was never approved and put in practice!

- *GD No.1073/1996* - on quality assessment, certification and surveillance for providers of national defence system, establishing some dedicated military bodies named *OMCAS – the Military Body for Certification, Accreditation and Surveillance* and *CCASs – the Commissions for Certification, Accreditation and Surveillance*. All these structures were later dismantled.

- *GO No.38/1998* - on the *accreditation activity* (approved, after 4 years, by the *Law 245/2002*) - and *GO No.39/1998* - on the *standardization activity* (approved, after 4 years, by the *Law 355/2002*) – both deciding the long time claimed separation of regulation, standardization, certification and accreditation functions (erroneously introduced by *GD No.167/1992*). Thus, the former governmental agency IRS, Romanian Standardisation Institute was replaced by a non-governmental organization, *the ASRO – Standardization Association of Romania* (www.asro.ro), “under the surveillance of the Ministry of Economy and Trade”. Another non-governmental organization - called *RENAR, Romanian Association for Accreditation* (www.renar.ro), “under the co-ordination of Ministry of Economy and Trade” - started to work and was recognized at both national and European levels

- *GD No.166/2001* - establishing *ANPC - the National Authority for Consumers' Protection* (www.anpc.ro), as successor of former *OPC – the Consumers' Protection Office*, created in 1992

- *GD No.681/2001* - establishing *CISPPSPC - the Inter-ministerial Committee for Products and Services Market Surveillance and Consumer Protection* (managed by ANPC) – suppressed later

- *L No.608/ 2001 - on the product conformity assessment* - offered the general framework for a whole set of technical regulations based on the European

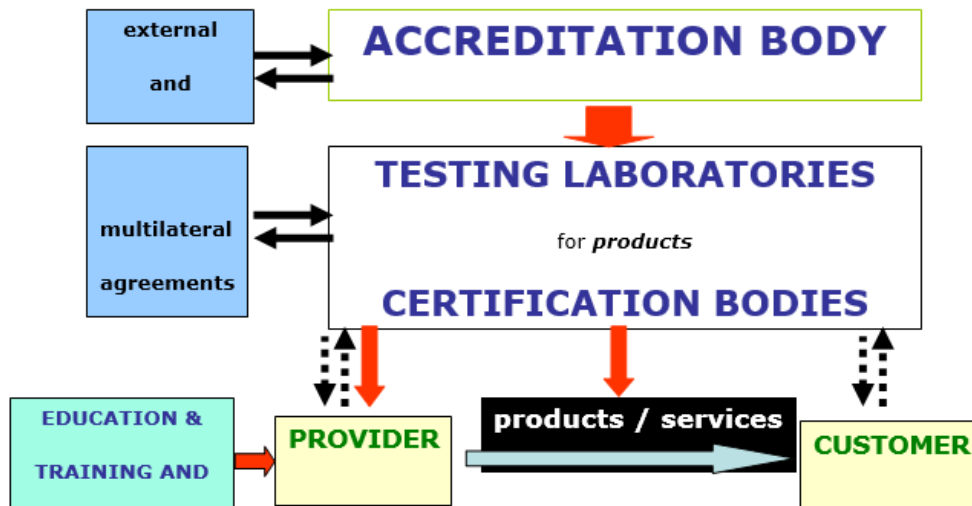


Figure 1. The Romanian quality infrastructure is continuously generating TRUST/ CONFIDENCE in products/ services and their providers, through certification and accreditation

Source: Author's elaboration

“New Approach” directives (adopted in Romania through Government Decisions developed by different ministries before 2007). The Ministry of Industry and Trade²⁵ is now the competent authority to coordinate *the national quality infrastructure* and the *product conformity assessment policy*.

- L No.37/2002 – approving GO No.58/2000 which amended substantially the basic “old” GO No.21/1992 (on consumers’ protection) and establishing *principles of liability for defective products*, according to European Directives.

- GO No.23/2009 – on the activity of *accreditation of conformity assessment bodies*

Thus, mainly between years 1992-2006, *before the Romania’s accession in EU/ EC*, 1st of January 2007, a comprehensive *national quality infrastructure* was built in Romania, **mostly on a private basis**. It includes the *national conformity assessment infrastructure* as well as *consultancy and education & training organizations*. Its basic goal is *to generate confidence in products, services and their providers*, as it is shown in Figure 1.

²⁵ This ministry became later the Ministry of Economy, Trade and Business Environment

According to the data displayed on RENAR's website²⁶, today Romania's ***national conformity assessment infrastructure*** includes **over 1420 bodies/organizations**, of which:

- about 500 accredited *testing laboratories*,
- 22 accredited *calibration laboratories*
 - about 820 accredited *laboratories for medical analysis*
 - 67 accredited *certification bodies for management systems* (of which 26 are dedicated to quality management systems, 17 - to environment management systems, 13 - to occupational health and safety management systems (OHSAS), 4 - to food safety management systems (including HACCP) and 7 - to information security management systems)
 - 13 accredited certification bodies for *products*
 - 4 accredited bodies for *people*

In addition to these bodies established and accredited in Romania, on Romanian market of ***conformity assessment*** are also acting *some dozens of foreign* bodies for conformity assessment (most of them being already accredited in EU, so that there is no need for Romanian accreditation, thank to some formal multilateral recognizing agreements and schemes).

The Romania's today ***national quality infrastructure*** is also including – in addition to bodies mentioned above - *some hundreds of Romanian and foreign consultancy and education & training organizations* for management systems. According to the EU standards and practices, there is no need to accredit them...

The actual ***Romanian quality infrastructure*** is currently employed *in order to generate customers' trust/ confidence in products/ services and their providers* - mostly through *third party certifications* and through *accreditations*.

Even organizations providing public services, public/ private education, public/ private health care have decided to implement and, quite always, certify (at least) a Quality Management System, in order to generate the confidence of their customers/ beneficiaries and managers.

Promotion of European Quality Policy in Romania

Dr. Tom Foster²⁷ was very right when he noticed "Culture plays a greater role in European quality practices that it does in United States." [2]

²⁶ www.renar.ro (visited today, 12 th of August 2012)

²⁷ A well known American professor of Quality Management who - invited by the Romanian Foundation for Quality Promotion - visited Bucharest in order to lecture on TQM and Six Sigma issues and advantages.

Within a project financed by European Union, the *Romanian Foundation for Quality Promotion, RFQP/ FRPC*²⁸ (Bucharest, Romania) promoted in Romania, between years 1999-2002, the **European Quality Policy**, with the goal to prepare Romanian mentalities for Romania's accession, in 2007, in EU and CEE..

In an *increasingly globalizing economy*, the **European Quality Policy** - as it was conceived by an DG IIIB Directorate - was based on Quality Management concepts „that place individual at the center of every organization”.

„Part of the European Commission's *new industrial competitiveness initiatives*, the **European Quality Policy** was developed to provide *the humanistic component of Europe's competitiveness policy*. It was designed in cooperation with the various stakeholders (including European and national quality organizations, trade associations, chambers of commerce and national authorities), to develop *a favorable environment in which companies and public administrations in Europe aim to achieve excellence in terms of their outputs and internal organization for the benefit of society as a whole*”²⁹.

As such, it could and should be a logical step on the road from *conformity with safety regulations to competitiveness and business excellence*, through Quality Management principles. [3], [4]

The RFQP's project, financed by EU, included *editing and distributing of two dozens of publications (books, leaflets, brochures)* as well as some *workshops and education & training actions*.

RFQP has repeatedly proposed to all Romanian former *Prime Ministers*, between years 1991-2007, to define and adopt in Romania appropriate **national policies/strategies** on *quality promotion (or quality competitiveness development)* and *consumers' education*. Unfortunately, no formal answer was given till today!

In addition, also unfortunately, in 2000, the EEC ... abandoned – without any explanations and preparation - its European Quality Policy and suppressed its

²⁸ FRPC – Fundația Română pentru Promovarea Calității (*The Romanian Foundation for Quality Promotion*, www.frpc.ro)

²⁹ „*A European Quality Promotion Policy For Improving European Competitiveness*”/ “O politică europeană de promovare a calității pentru îmbunătățirea competitivității europene” (This working document was submitted to the European Industry Council of 14 of November 1996, as a background document for the Commission communication on "*Benchmarking the Competitiveness of European Industry*" (Coordinator : A. Silva Mendes, III/ B/ 4, with the collaboration of DG III - Information and Communication Office, 1996). This brochure (76 pages) was translated and published in Romanian, by RFQP, in 2001.

specialized structure DG IIIB (by replacing it with a new structure dedicated to... the Information Society)!!

Changing quality approaches in Romania – some of their challenges and issues

A. Romania - from „Inspection” and „Quality Control” approaches to „Quality Assurance” approach

Between years 1991-2006, in Romania were founded many *hundreds of thousands* of new private companies (mostly small or medium sized ones) and two thirds of existing State-owned companies (mostly large ones) were privatized. Consequently, a lot of companies - mostly private but also some State-owned ones - tried to become profitable (and even competitive, especially on foreign markets), by adopting the „**Quality Assurance**” **Approach** (mainly through implementing a *Quality Management System* in conformity with *ISO 9001 model’s requirements*), with or without certification.

That was a first *difficult step* aimed to initiate and achieve the transition of Romanian industrial companies from „Inspection” to „Quality Control” and, further, to „Quality Assurance” approaches (Fig.2)

Even if, in 1989, the former State „Quality Control” was formally suppressed in Romania, its heritages are still alive (most important of these being the following: *lack of financial resources, lack or insufficient managers’ commitment for quality, lack or insufficient employees’ motivation for quality, resistance to change*, etc.). Here are, for example, some of today’s most known

Romanian myths on ISO 9000 standards:

- “*ISO 9000 is a <product standard>*”
- “*ISO 9000 is an <authorization>*”
- “*ISO 9000 certification is compulsory*”
- “*ISO 9000 is to be implemented mainly within big industrial companies; therefore, it is not adequate for education providers*”
- “*There are no customers in higher education; therefore, it is nonsense to speak about <customers’ requirements>, <fulfillment of customers’ requirements> and <customers’ satisfaction> within higher education.*”

	INSPECTION	QUALITY CONTROL	QUALITY ASSURANCE	TOTAL QUALITY (TQM)
1.START TIME	Beginning of XX-th century	Decade 1930-1940	Decade 1950-1960	Decade 1970-1980
2.GOAL OF QUALITY APPROACH	Detection/identification of non-conformities/failures (poor quality)	Putting and maintaining under control the quality of end product	Continuous building of intermediate and final quality of end product	Systemic and systematic management of quality of actions/processes providing products
3.BASIC CONCEPTS	-Efficiency -Work dividing	-Accepted Quality Level (AQL)	-Reliability -Customer trust	-Excellency

Figure 2. Quality approaches evolution towards more and more efficiency

Source: Author's elaboration

In this way, in today's Romania, the quality is no longer the <State's problem> since it became the <everyone's business>!

In addition, the former counter-productive bottom-line orientation of companies in quality matters was replaced by *a general concern of all its employees for quality*. According to ISO statistics³⁰, in 2011, in Romania there were delivered, in all, 19.405 ISO 9001 certificates (within the 492.248 certificates delivered in Europe and 1.111.698 certificates delivered worldwide). The same year, in Romania there were delivered, in all, 9557 ISO 14001 certificates (within the 106.700 certificates delivered in Europe and 267.457 certificates delivered worldwide).

B. From „Quality Assurance” approach to „Total Quality Management” approach
In 2000 - thank to a project³¹ financed by EU - it was launched in Bucharest, the <Joseph M. Juran> Romanian Quality Award. Romanians decided thus to pay homage to a worldwide famous American citizen (born in 1904 in Braila, Romania ; dead in 2008 in Rye, USA) - Dr. Joseph Moses Juran.

³⁰ ISO Survey 2011 (www.iso.ch)

³¹ The Terms of Reference (TOR) - was drafted by Nicolae Dragulanescu and Mihai Văleanu.

In February 2001, the *first Romanian awarded companies* were presented (by the former President of Romania Ion Iliescu). Before this event, Dr. Juran sent to the award winners the following message:

"I have been informed by Dr. Dragulanescu that in November of this year there will be announced the first winners of the J. M. Juran Romanian Quality Award. In my view this is an important forward step for the Romanian economy.

In this connection it is noteworthy that Japan, a country once ridiculed for the poor quality of its exports, has become an economic superpower chiefly because it attained world leadership in quality of products. One of the actions it took to attain that leadership was the creation of a national award for high quality.

Many other nations have since created such awards. Their experience has demonstrated that the existence of a national quality award, plus publication of the criteria used to judge the merits of applications for the award, tend to stimulate companies to improve their own quality. Moreover, when one company in a specific industry receives such an award it stimulates other companies in that same industry to bring their quality up to the level of the award winner.

So it gives me much pleasure to congratulate this year's award winners and to extend to all Romanian institutions my best wishes for continued progress in improving quality, year after year."

This <Joseph M. Juran> Romanian Quality Award – whose criteria are representing *the Romanian Model for Excellence* – is the **highest Romania's recognition of managerial competence, at national level**. It is based on the former *EFQM European Model for Excellence*, i.e. on the European Quality Award criteria employed in Europe till 1999, as the European model of Total Quality Management.

There are actually in Romania **over 800,000 registered³² companies**. Only about **20.000 organizations** (mainly companies) were *certified ISO 9001* and **only 32 organizations** (mainly companies) became „finalists” of *Romanian Quality Award* competition (of which 24 were awarded the <Joseph M. Juran> *Romanian Quality Award or Trophee*).

In addition, during two decades (1992 – 2012), unfortunately and for many reasons, **no Romanian organization became an EFQM Award winner** (despite some very few „daring” candidatures and attempts!)... However, the only one Romanian organization which has succeeded to be recognized by EFQM as

³² www.listafirme.ro

„Committed for excellence” - the first level of excellence – is the *National Agency for Community Programs in the Field of Education and Vocational Training*³³

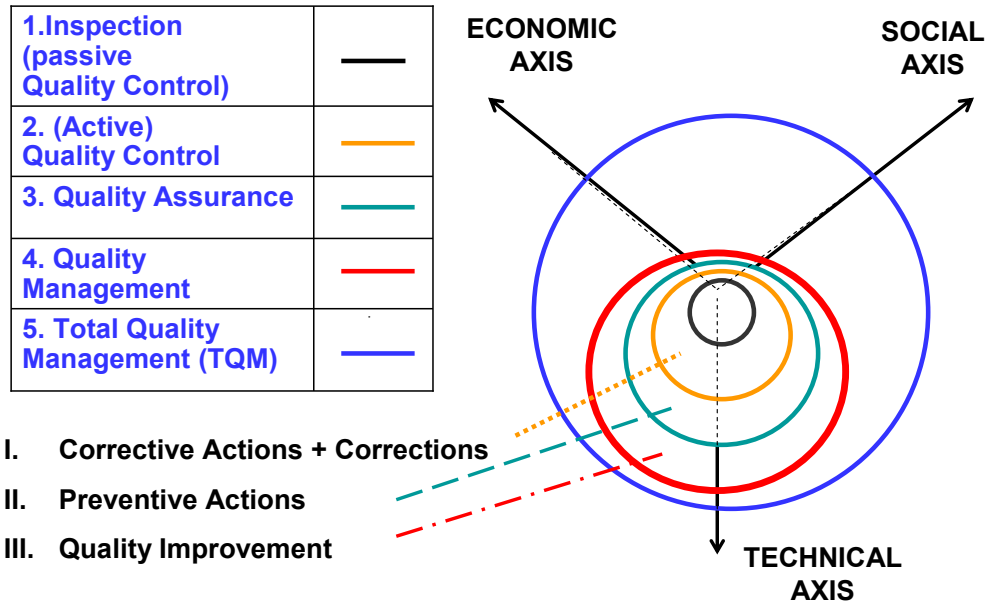


Figure 3. Relative positioning of existing quality approaches
Source: Author's elaboration

Notes:

- Segments defined by axes' origin and each circle's intersections with axes are approximating the contributions of technical, economic and social issues within each approach.
- Efficiency of each approach is continuously increasing from Inspection to TQM

Summary

1. Today's Romania has over 800,000 registered companies (mostly private) which are striving to compete - within the Global Market - through their quality products/

³³ ANPCDEFP - Agenția Națională pentru Programe Comunitare în Domeniul Educației și Formării Profesionale (*National Agency for Community Programs in the Field of Education and Vocational Training*, www.anpcdefp.ro)

services - by implementing more efficient Quality Management approaches, like “Quality Assurance” and “Total Quality Management”.

2. Romania needs formal national policies/ strategies dedicated to *quality promotion, competitiveness development and consumer’ education*.

3. The most important pan-European quality organizations - like EOQ (European Organization for Quality) and EFQM (European Foundation for Quality Management) may be invited to involve themselves - within European programs and with European financing - in supporting Romanian Government and internationally certified Romanian quality experts, in order to improve the competitiveness through quality of Romanian products and providers.

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21 LAT ZARZĄDZANIA JAKOŚCIĄ I OCHRONA KONSUMENTÓW W RUMUNII

Streszczenie: Poprzednie komunistyczne/socjalistyczne zasady trzymały Rumunię w izolacji od świata zachodniego, przez ponad pół wieku (1945-1989). Około 700 rumuńskich przedsiębiorstw państwowych (które działały pod koniec 1989 roku), były zobowiązane, przez prawo, od lat 60-tych to organizacji własnych oddziałów zwanych Technicznymi Oddziałami Jakości, w celu przeprowadzania kontroli jakości swoich produktów. W roku 1992, dwa lata po udaku reżimu Ceausescu, w Rumunii opublikowana została pierwsza norma ISO 9001 (w 1987 roku, kiedy ISO opublikowała swoją pierwszą międzynarodową normę, rząd w Rumunii nie wyraził zgody na jej tłumaczenie) a także Consumer Protection Act – pierwszy w historii Rumunii. Niniejszy artykuł przedstawia – zarówno z perspektywy historycznej jak i zawodowej – najważniejsze fakty, wyzwania, problemy i rezultaty tych ważnych wydarzeń, które miały miejsce ponad dwie dekady temu.

Słowa kluczowe: Rumunia, zarządzanie jakością, ochrona klientów, prawo, organizacje, podejścia

21年質量管理和消費者保護羅馬尼亞

摘要：前社會主義/共產主義統治保持羅馬尼亞幾乎與外界隔絕，從西方世界在大約半個世紀（1945-1989）被迫約7000羅馬尼亞原國有企業（這是在1989年年底投入運營），依法治國，’60年開始，組織自己的所謂的“CTC（技術質量控制）部門”，為了只檢查其產品的質量。992年，僅兩年後，齊奧塞斯庫的獨裁統治的秋天，在羅馬尼亞被公佈雙方的第一羅馬尼亞版著名的ISO9001標準（1987，ISO公佈的第一次國際問題時，前羅馬尼亞政權也不會允許它的翻譯在羅馬尼亞）和羅馬尼亞歷史上的第一個消費者權益保護法“本文介紹了 - 從歷史和專業的內幕的角度來看 - 最重要的事實，挑戰，問題和成果，這些非常重要的事件，發生在二十多年