



**NATIONAL STANDARD OF THE
PEOPLE'S REPUBLIC OF CHINA**

GB/T 19028-2023

Quality management - Guidance for people engagement

Issued on: March 17, 2023

Implemented on: March 17, 2023

Issued by: SAMR; SAC

Table of Contents

Foreword	4
Introduction	6
1 Scope	8
2 Normative references	8
3 Terms and definitions	8
4 Context of the organization and quality culture	8
4.1 Considerations	8
4.2 Link to GB/T 19001 and other quality management standards and systems	9
4.3 Possible activities	9
4.4 Main benefits	9
5 Leadership	10
5.1 Considerations	10
5.2 Link to GB/T 19001 and other quality management standards and systems	10
5.3 Possible activities	10
5.4 Main benefits	11
6 Planning and strategy	12
6.1 Considerations	12
6.2 Link to GB/T 19001 and other quality management standards and systems	13
6.3 Possible activities	13
6.4 Main benefits	14
7 Knowledge and awareness	15
7.1 Considerations	15
7.2 Link to GB/T 19001 and other quality management standards and systems	15
7.3 Possible activities	15
7.4 Main benefits	15
8 Competence	16
8.1 Considerations	16
8.2 Link to GB/T 19001 and other quality management standards and systems	17
8.3 Possible activities	17
8.4 Main benefits	17
9 Improvement	18
9.1 Considerations	18

9.2 Link to GB/T 19001 and other quality management standards and systems	18
9.3 Possible activities	18
9.4 Main benefits	18
Bibliography	20

1 Scope

This document provides guidance for realizing people engagement, improving people involvement and enhancing people competence in an organization's quality management system.

This document is applicable to organizations of all sizes, types and activities.

2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the version corresponding to that date is applicable to this document; for undated references, the latest version (including all amendments) is applicable to this document.

GB/T 19000-2016, Quality management systems - Fundamentals and vocabulary (ISO 9000:2015, IDT)

3 Terms and definitions

For the purposes of this document, the terms and definitions given in GB/T 19000-2016 apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

4.1 Considerations

Organizational culture refers to the beliefs and behaviors that determine how employees and management interact and deal with external affairs of the organization. Often, culture is implicit, cannot be expressed in a defined way, and develops organically over time from the cumulative characteristics of the people involved. Sometimes, organizational culture reflects the character and ideas of a powerful and influential leader.

Compared to traditional marketing campaigns, social media gives those affected a greater voice. For most organizations, quality has never been more important than it is now. Customers can search for products and services from around the world with near-unlimited access and research objective performance data from a wide range of sources.

At the same time, people are more willing to establish ties with organizations that have a positive cultural image.

These pressures and opportunities prompt organizations to adopt new approaches to quality management, and the development of quality cultures in which people regard quality as the core of work is one of the methods.

A shared quality expectation is an integral part of a quality culture. Leadership and management need to establish alignment of purpose and values. People shall be aware of relevant quality objectives, adhere to strategic directions, and understand quality expectations and objectives consistent with their specific positions.

4.2 Link to GB/T 19001 and other quality management standards and systems

GB/T 19000-2016, 2.2.1 states that "an organization that focuses on quality advocates a culture that realizes its value by meeting the needs and expectations of customers and other relevant parties. This culture will be reflected in its behaviors, attitudes, activities and processes."

4.3 Possible activities

To establish a quality culture, the following steps should be taken:

- a) incorporating quality-related content into the written value statement;
- b) aligning top management's consistent behavior to support the written value statement;
- c) achieving universal value throughout the organization through a clear and well-defined organizational structure;
- d) establishing effective support systems (such as information technology) to communicate the connotation of quality culture;
- e) collecting examples of quality culture in action and related valuable results;
- f) continuing to celebrate the success of the quality culture.

4.4 Main benefits

In a strong, positive quality culture, people agree upon and care deeply about the organizational values, which improves the organization performance, motivates people and aligns their behavior to achieve the vision and clear performance goals.

5.1 Considerations

Leaders establish the unified purpose and direction of the organization. They should create and maintain an internal environment in which people can be fully involved in achieving the organization's objectives. Leadership provides people throughout the organization with a

clear focus and enables them to follow a path toward achieving the organization's objectives.

Leaders need to possess the necessary competences to perform the above leadership roles.

Leaders define objectives and allocate resources, and they play a more strategic role.

Managers organize resources to achieve results by engaging people within the organization, and they play a more tactical role. Managers direct and control the organization by coordinating activities.

Leadership is the process of identifying a possible future state that is not yet manifest.

Management is the coordinated activity of commanding and controlling an organization (as defined in 3.3.3 of GB/T 19000-2016). Effective leadership and management are important factors in organizational success.

5.2 Link to GB/T 19001 and other quality management standards and systems

Through effective leadership, top management ensures the overall effectiveness of the quality management system, keeps the quality policy and quality objectives consistent with the strategic direction of the organization, integrates the requirements of the quality management system into the organization's processes, and supports other members of the management team in their respective areas of responsibility.

5.3.1 Typical components of leadership include the following.

a) Vision - A description of the expected possible future state, such as proposing an engagement strategy that may have an effect on improving organizational performance. In the context of a quality management system, leadership develops a vision for the future that promotes the achievement of desired results. For example, many people think of a quality management system simply as a series of documents and records to which their activities can be aligned. The expected possible future state of a quality management system is that it brings positive organizational success and social benefits.

b) Alignment - The ability to align people with a vision of the expected future possible state, thereby gaining their commitment and support;

Example 1: Obtaining the concurrence of top management in the vision of the desired future state of the quality management system.

c) Realization - The provision of necessary resources and the removal of obstacles to achieving a future state.

Example 2: Providing any training required to achieve expected possible performance.