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MONITORING THE MANAGEMENT QUALITY OF THE PUBLIC ADMINISTRATION AREA BY USING THE COMPUTER APPLICATIONS

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ABSTRACT: *Achieving fundamental management in public organizations involved in the public office holders and posts of leadership and execution in this area adds responsibility in managing all types of resources available to the public sector, namely human resources, information, material and financial. The main aim of the management process is to focus human efforts to coordinate joint work. An important role in this process, is upgrading the quality of organizational management and delivery of public services, improving public services through the implementation of innovative tools, leading to government-oriented processes and results-oriented public service.*

KEY WORDS: *public service quality, modernization of organizational management, results-oriented public service, computer applications.*

1. The modernization of public administration and improvement of service quality by the implementation of innovative tools

Public sector modernization and improvement of quality of public services is essential for the public sector reform. Whatever the management model chosen, quality of public service remains a key issue for the modernization and reform program of the government. Quality management offers solutions to problems of inefficiency and low quality of services delivered, but also reduces costs in times of financial crisis.

An important role in this process is modernizing the organizational management and the quality of public services delivery or the institution's activities, leading to more efficient public services by implementing innovative tools, and to a government driven process and a results-oriented public service such as for example:

- Promote modernization of organizational management in the administration through innovative measures, through specialization of civil servants, their motivation and mobilization towards innovation, etc.
- Use computer applications in monitoring the quality of services from public administration.
- Minimize losses and maximize the wins (eg more efficient use of staff time).
- Improving cooperation between institutions and initiatives to create collaborative networks.
- Background choices / decisions based on evidence.
- Implementing and monitoring the enforcement procedures to govern the institution's current business.
- Recovery of outstanding quality management results in terms of organizational culture.
- Reduce the financial government.
- Improving services (equipment, materials, personnel, finance).
- Simplification of administrative procedures and measures to reduce bureaucracy.
- Improve security of public documents.
- Reduce delays in obtaining deliverables and response time to public service users and focus on service delivery outcomes.
- Promotion of electronic solutions, etc.

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2. Public sector efficiency by increasing the integrity, transparency and accountability in the civil service

Romania, like all other European countries are in the stage of implementation and strengthening of ethical standards and other legal instruments and administrative measures to ensure the integrity of government. Successful implementation requires the introduction of major new changes in the institutions and their organizational cultures. All stakeholders-governments, private sectors and civil societies are facing this challenge at all levels. In this context, one needs to promote and encourage best practices on this topic and to meet this challenge and strengthen the capacity for cooperation between all parties involved.

An efficient public administration implies the existence of citizen trust. Citizens expect public servants to serve the public interest fairly and with decency and to manage public resources every day.

Actions that may lead to the proper application of the concepts of integrity, ethics, transparency and accountability are:

- Practices and measures to promote ethical conduct in public office.
- Methods of recovery of advisers and their business ethics.
- Measures to prevent and combat corruption.
- Positive and innovative solutions identified and investigated to prevent and combat corruption.
- Analysis and assessment of situations of risk and vulnerability to corruption and real achievements as a result of these actions.
- Instrumental integrity standards and indicators.
- Anti-corruption strategies / action plans implemented.
- Measures to avoid infringement regime of incompatibilities and conflicts of interest.
- Establish measures of motivation and retention of qualified personnel in the system.
- Identify the necessary skills and effective use of staff.
- Take steps necessary to achieve a more efficient management of career civil servants. (Connections with training need mobility etc.).

3. Monitoring and evaluating the implementation of public service quality management strategy by using informatic applications

Monitoring will be an ongoing process and is based on the evaluation process which also provides the necessary adjustment of both the strategy itself and its implementation and will be undertaken by a working group established by order of the prefect. It will produce one monitoring report, according to its / their own operational procedures.

Evaluation will be done by the same working group on monitoring reports and other tools (such as questionnaires, interviews, internal and external audit reports, etc.). Following each assessment they will produce a report that will be presented to the leadership of the institution to identify and implement necessary corrections and corrective actions. Evaluation will be based on operational indicators set by the procedure above.

3.1 Proposed Objectives

- Determining the degree of motivation of civil servants.
 - Identifying issues in career management functionality of the Gorj County Prefect Institution.
 - Identifying the advantages and disadvantages experienced by civil servants.
 - Determining whether the legislation applies to career civil servants.
 - Identifying the methodology by which subjects become civil servants and promotion opportunities.
- Guide approach includes:
- Discussion about the status of civil servant

- Story of the last time the subject was assessed
- Promote discussion on the Gorj County Prefect Institution
- Discussion of legislation related to civil servants
- Talk about the subjective perception of their careers

The topics will be raised only if the subject agrees to their exposure or deepening.

Interviews will be conducted at the workplace of each subject (Gorj County Prefect Institution), and each interview will take 3-5 minutes.

3.2 Design research

This research aims to study attitudes, opinions and perceptions of public officials on human resources management in the Gorj County Prefect Institution. The marketing research is an analysis that is applied to the evaluation of career civil servants. The questionnaire was based on the research objectives and contains 12 questions. Questions are closed because providing the respondents with one or more possible answers will simplify the processing and interpretation of data obtained. The questionnaire contains both single-choice questions and multiple choice questions.

For the formulation of questions simple, easily understood words were chosen, avoiding questions that suggest or imply some answers. Question wording was a direct manner to facilitate the responses of subjects and to avoid certain misinterpretations.

The questionnaire has a certain dynamic, a certain order of arrangement of questions. The questionnaire begins with simple questions, general questions; then there are questions which directly reach the issue of research and the most difficult questions that require more time for thinking.

3.3. Planning work on sample of 60 civil servants

As the main method of communication with subjects we chose facing investigations that are more complex, and could thus obtain a better control over the conditions for interviews. During the interview, questions were read slowly, clearly, respecting the rules on how to pose the questions. We can assume from experience that the subjects will be happy to bring their contribution in carrying out this research. Also some questions with a greater degree of complexity will be clarified, offering explanations and guidance for the subjects without any influence on their opinions.

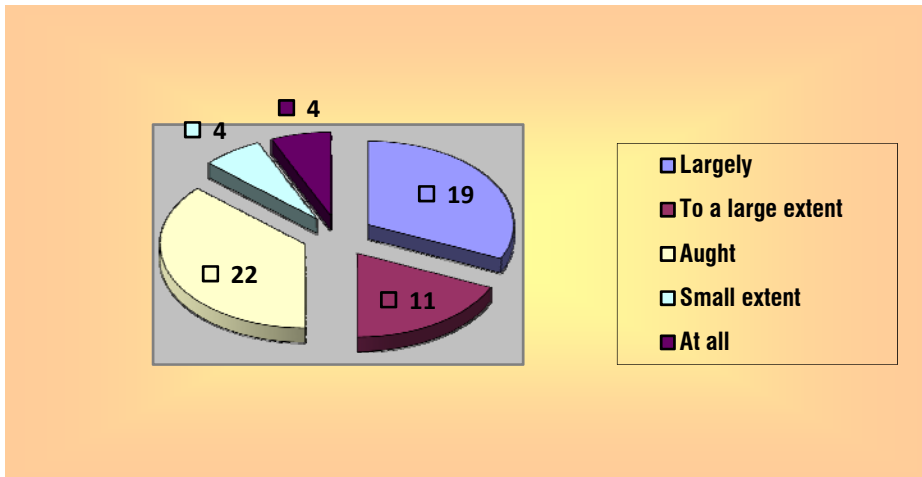
		Market research on a sample of 60 civil servants
23.06.10-25.06.10	2 days	Planning activities
28.06.10-02.07.10	5 days	Questioning sample
05.07.10-09.07.10	5 days	Centralizing data collected
12.07.10-14.07.10	3 days	Data analysis and conclusions drawn

3.4 Using Excel 2010 in processing questionnaire results

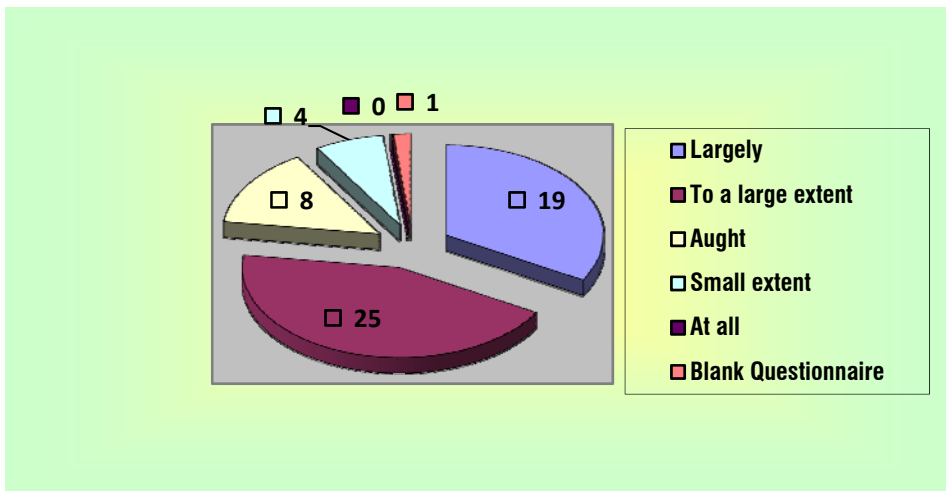
Processing the results of the questionnaire was developed by using Excel 2010 application from the MS Office package.

We present below some of the results after the centralization of the responses on the assessment of the functioning of the Gorj County Prefect Institution:

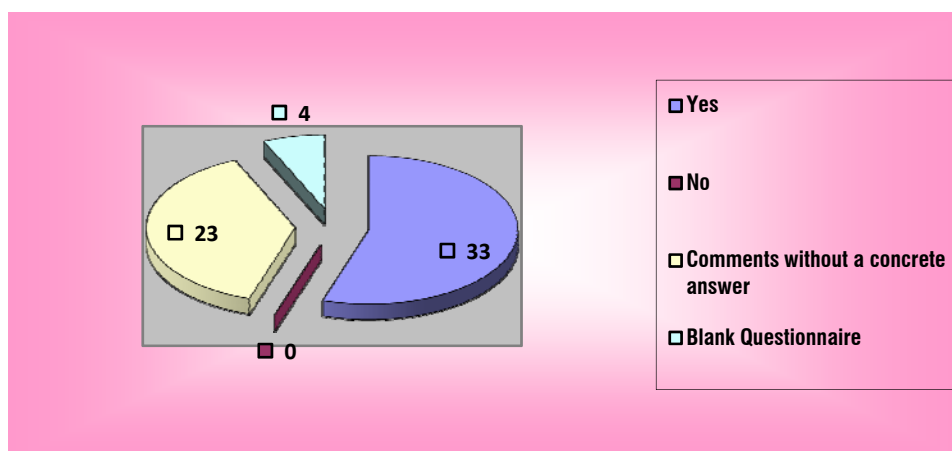
1. *Would it be necessary to improve the internal work of the institution?*



2. *Do you consider that the activities you carry out are the tasks of your job?*

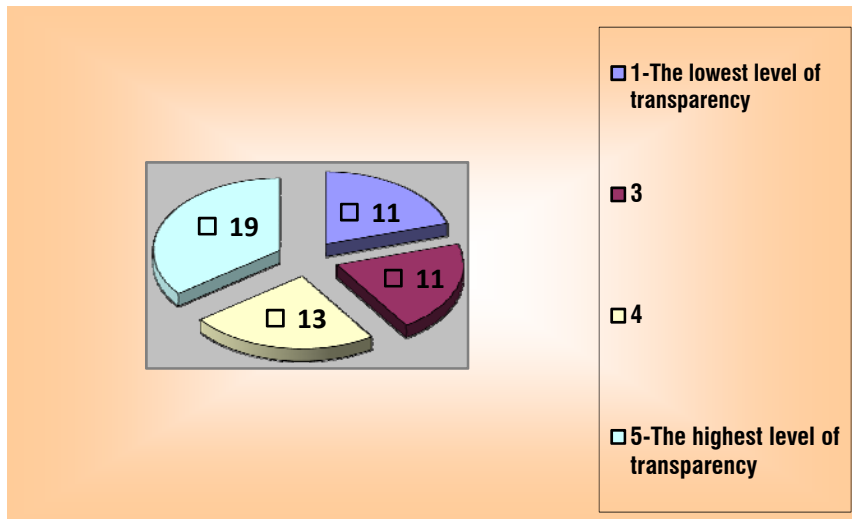


3. *Do you consider that the job duty from your job description is consistent with the Rules of Organization and Functioning of the institution?*

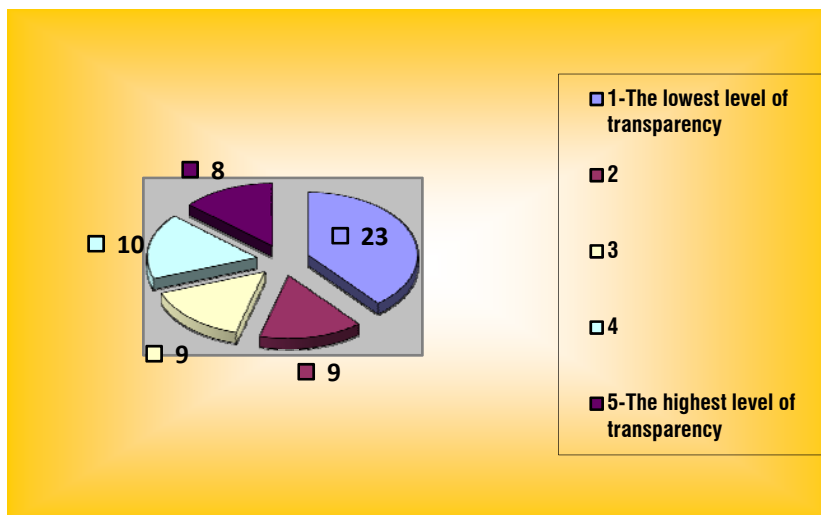


4. *Note the transparency of the institution, with scores of 1-5 (1 designating lowest degree of transparency, and 5 designating the highest) on:*

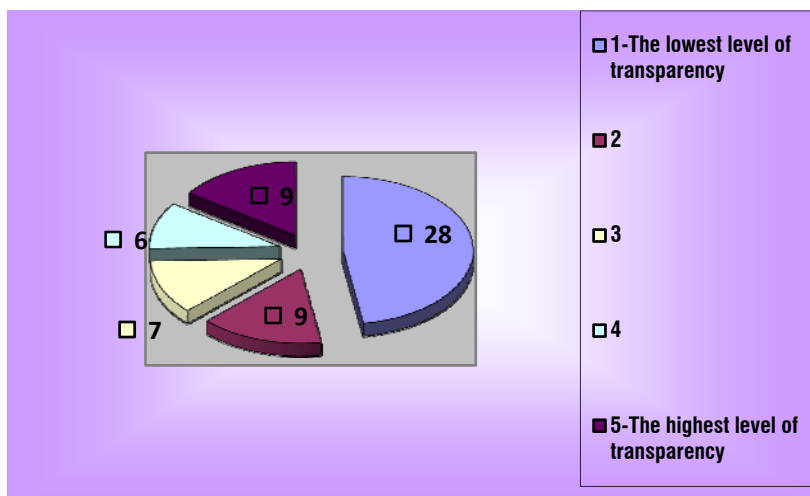
- Annual Assessment



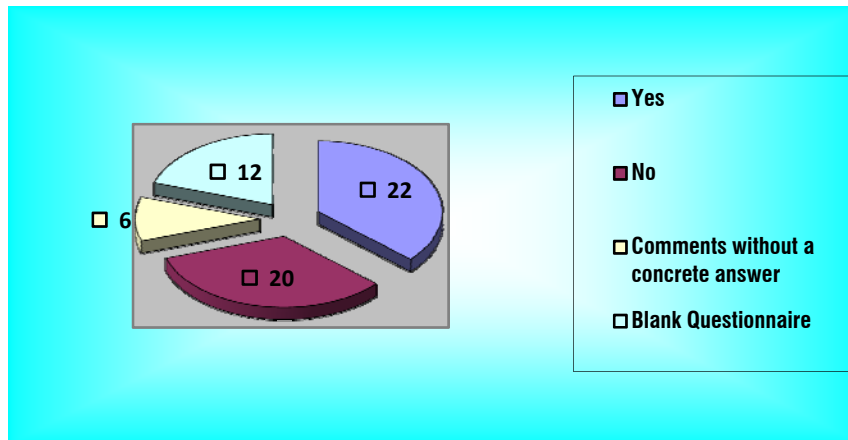
- Establishing training needs of staff



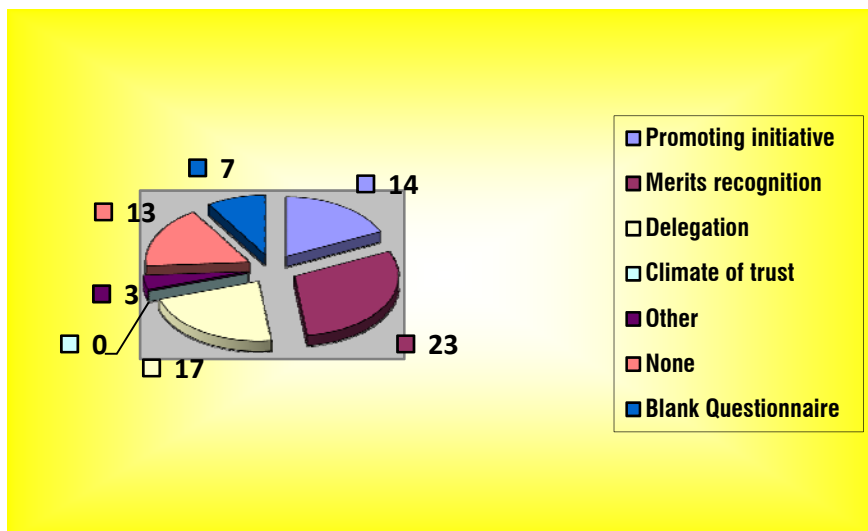
- The financial balance reasons



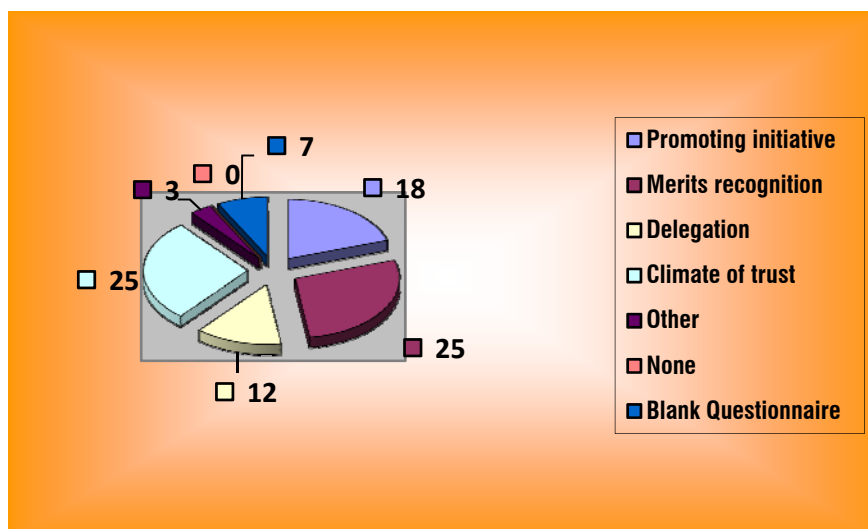
5. Indicate whether the assessment system used in the institution is based on objective criteria for assessing the professional performance and ensuring staff motivation to meet goals.



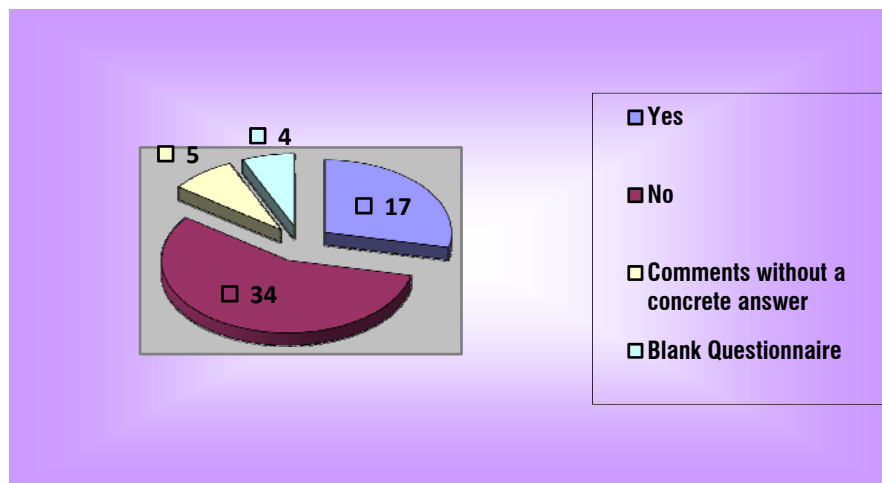
6. What non-financial motivation methods are applied to the institution? (You can answer by selecting more options)



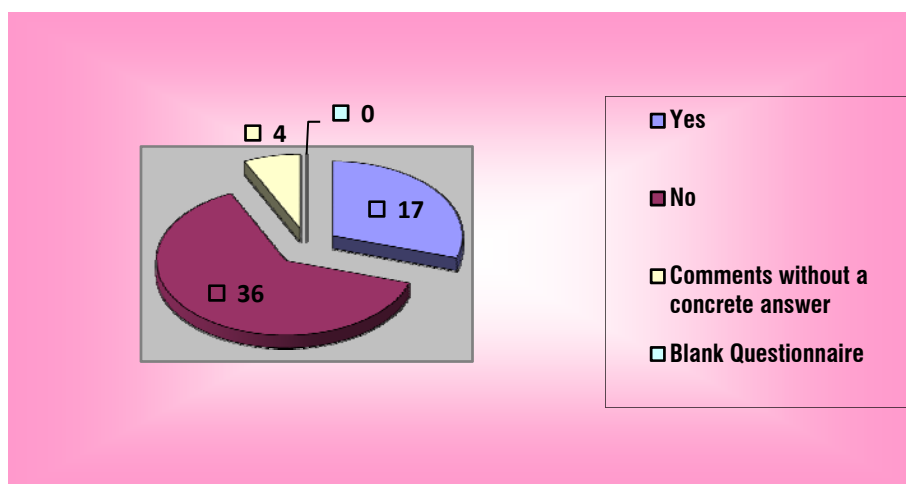
7. What methods of non-financial reasons you want to be applied within the institution?



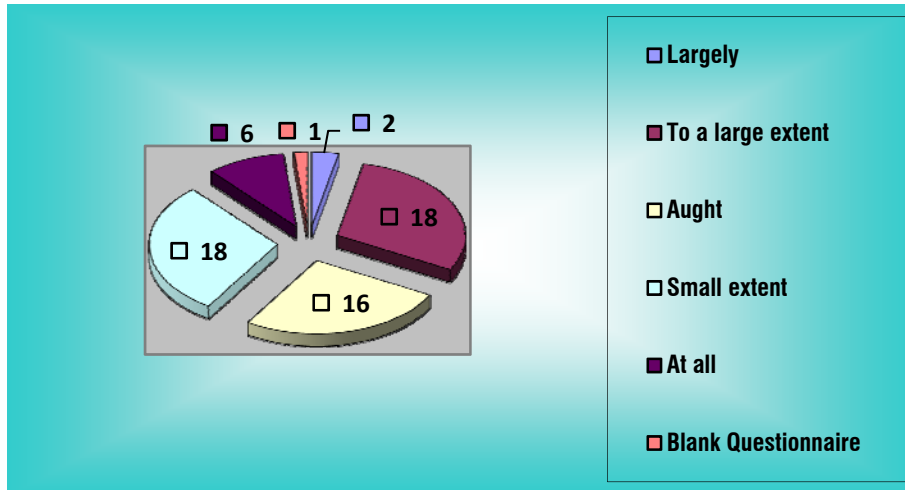
8. *Do you consider that the system used in professional training is based on actual needs arising out of your job description?*



9. *Do you consider that the system tries to motivate people in achieving their objectives?*

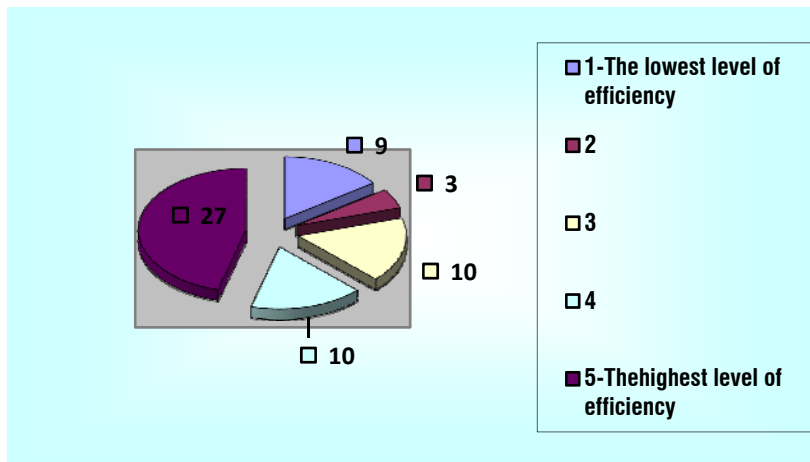


10. *Do you consider that the material resources offered are enough in order to effectively ensure that the objectives are met (individual and the general of the institution)?*

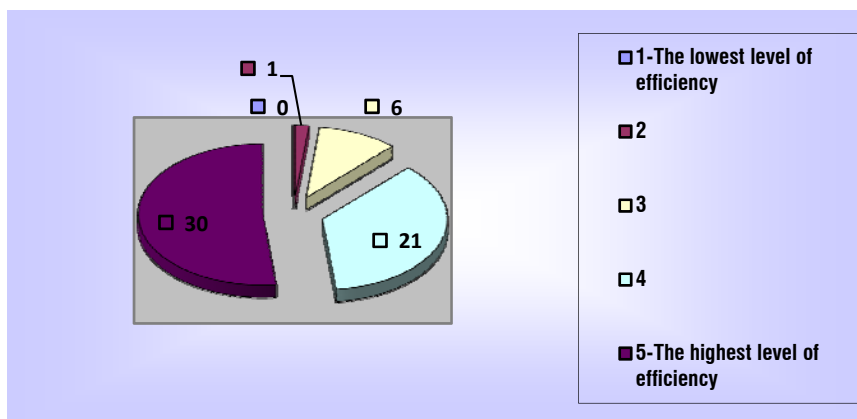


11. Note 1 to 5 (1 being the lowest and level 5 the highest degree) the effectiveness of your communication with your:

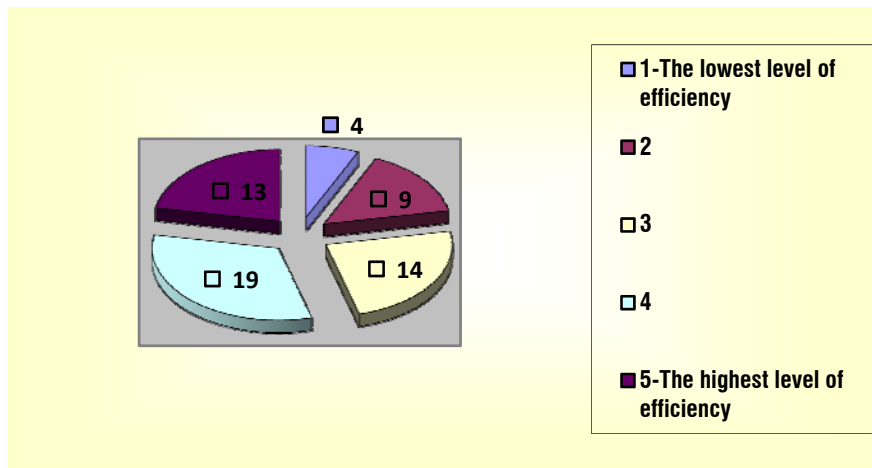
✓ *Supervisor*



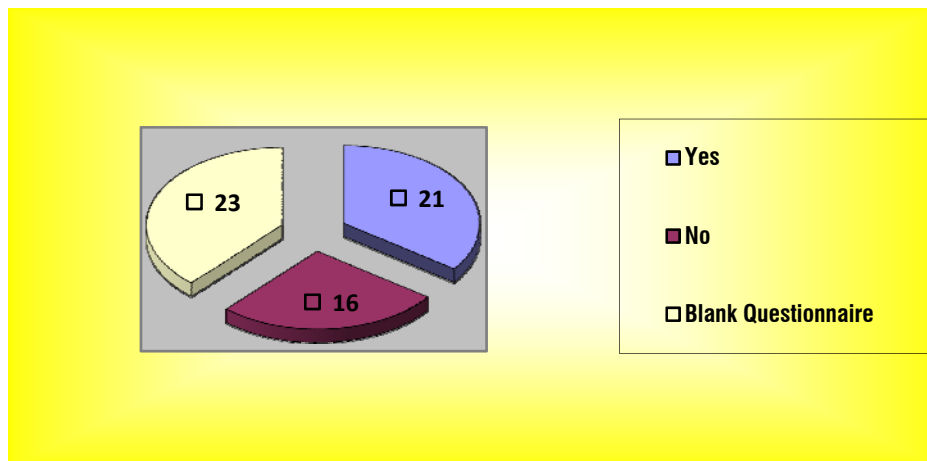
✓ *Colleagues in the department*



✓ *Colleagues from other departments*



12. Do you consider that a risk register would help the proper management of service activities / objectives related to the compartment?



Conclusions

The organizational assessment questionnaire is the beginning of the institution's most important resource: human resource. Among the 60 questionnaires collected, there are a significant number of questionnaires which were left blank on some questions or where undue negative aspects were reported.

In this way, it created the foundations for designing an effective management system for ensuring and maintaining high quality internal activities and services provided to citizens seeking:

- **Internal IP activity**

To assess the activity of the internal Gorj County Prefect Institution employees one considered responses to questions 1, 2, 3 and 12.

- **Evaluation, training, motivation, communication**

For the analysis of activities and assessment, training and motivation of human resources, one considered the answers to questions 4, 5, 6, 7, 8, 9, 11.

- **Resources**

To identify needs relating to material resources one considered the responses to question 10.

- **Activities**

To identify the proposed activities of employees one considered responses to questions 1, 3 and 4.

For efficiency, human resources work at the Gorj County Prefect Institution was conducted based on core principles and has proven practical values, such as:

- sustained concentration and targeting capabilities and individual efforts to achieve effective objectives of the institution;
- link in an integrated manner policy and human resources systems with the mission and strategy of the institution;
- assessing the human factor as a key resource.

Recognizing that human resources management's mission is to participate in the institution's objectives by creating, maintaining and developing a flexible body of highly skilled public servants, capable of providing high quality services, Human Resources Department has pursued and achieved the following specific objectives:

- ensuring the functioning of human resource management activities;
- providing career development for civil servants;
- objective assessment of professional performance of public officials;
- concern presented for professional development.

The impact of the main results expected from implementing the strategy in the public administration area are:

- improve the efficiency of the institution, by applying the elements of strategic management and building and maintaining a quality culture;
- reduce non-quality costs, by reducing / eliminating errors and streamlining the work of the institution;
- increased quality of services provided by the Gorj County Prefect Institution;
- full involvement of the management team and executive staff in achieving quality, due to increased awareness and training on quality management;
- motivated human resources attached to the institution, due to the awareness of their roles, missions and objectives included in the Institution of the Prefect;
- customers with a high degree of knowledge regarding areas of competence of the Gorj County Prefect Institution;
- needs, requirements and expectations;
- improved image of and increased confidence in the Gorj County Prefect Institution.

Objectives for 2011 have been completed; work in human resources being limited, but requiring new activities daily, according to priorities. Analyzing recruitment questionnaires based on the application submitted, I noticed the lack of a specific mechanism for public servants. Some suggestions would include:

- Creating a specialized recruitment mechanism possibly managed by Regional Training Centre in Local Public Administration or outsourced as a service;
- Recruitment should be a task of the manager / human resource manager, which maintains a constant connection with these resource centers so that the Regional service that consistently provides information about public institutions contests offers qualified personnel in an existing time on a particular specialty;
- Identifying and creating specialized facilities (wage) to attract and retain highly skilled professionals in the system in the majors;
- Establishing a national testing system with the minimum criteria for those who want to become civil servants, with different requirements depending on the category of public official who is organizing the competition (eg for leading officials, should be surprised that such tests psychological profile, the managerial skills of the person, etc.).
- Creating and applying uniform criteria to organize competitions at local / regional level
- Organizing contests for similar functions within regions (districts 2-3)
- Testing of persons to be appointed by NACS, to avoid replication of mediocrity in the system (ie, an evaluator who himself knows a foreign language can automatically test the candidate in this field).

Training and continuing education:

- A preliminary assessment of training needs of civil servants in order to harmonize the supply of courses (National Institute of Administration, the Regional Centre, etc.);
- Reduce training costs by establishing a system of training hours / officer, and training days;
- The popularization and widespread use of advanced methods of e-learning;
- Establish an objective and uniform system of selection of public officials to receive training courses based on results of preliminary assessments of training needs of the institution;
- Training services liberalization and encouraging the markets (where these services are provided by nonprofit organizations accredited to the account of government funding for training of civil servants through their agency training providers);
- Differentiated approach to the concept of training of civil servants;
- Initial training - conditions for entry into the system (entry to competitions) -
- Continuous training - improvement during their careers mandatory.

At evaluation stage it is necessary:

- Adapting the assessment criteria for each type of function to specific operations;
- Legal prerequisites to enable assessment outsourcing to specialized companies like the National Agency of Civil Servants (NACS)
- Expanding the pilot project evaluation plan, the NACS representatives should train human resources departments in making this type of evaluation, following that the procedure will be applied regularly;

At control stage it is necessary:

- More effective monitoring of implementation of Law no. 7 / 2004 on the code of conduct for civil servants;
- Strengthening the disciplinary committee's active role in the control / sanctions in cases of deviation from the rules currently governing the performance of the civil service;
- Organizing a committee of discipline at the county level to avoid the risk of interpersonal ties that could affect the procedure, in small communities.

Motivation means:

- Creating a more flexible system of prize / award of wage increases at local government level, adapted to the capacity of institutions / local authorities to attract and manage funds, together with transparency mechanisms and criteria for the granting of such premiums;
- Civil incompatibilities make such public office unattractive, especially for youth;
- With the limited funds allocated, the head of the institution should have more flexibility in setting priorities - including a separate system for those poorly motivated (in administration, a specialty of computer scientists is poor).

Promotion is an incentive for providing an efficient activity, and therefore must be considered:

- Reassessment of the civil service promotion system so that the basic criterion is competence, not seniority basis;
- Establish performance indicators for the institution.

In conclusion, the civil servant status in its present form creates all the premises for a public service, similar to European governments and marks a setback in the process of politicization administration.

Regarding the case of the Gorj County Prefect Institution, the main step necessary at this point would be to strengthen and improve the human resources team. The activity of the department is currently limited to the interpretation and application of truncated existing legislation.

One problem is the ambiguity of some of the laws and the fact that they leave room for subjective interpretations.

Training civil servants and motivating them to engage effectively in highly complex administrative processes and have an impact on the public should be the priority objectives of any public institution.

The Statute of Civil Servants Act includes provisions that, properly applied, could lead to improved work and performance. However, the law is not fully applied and not in a uniform manner.

Human resource management is very limited and comes primarily in the power ministries. There is a horizontal view on existing problems and any strategic plan to address them. Reassessment is needed of the allocation of human resources at central government level and an appropriate allocation of their priority areas. This could help reduce problems caused by restructuring in many sectors of government.

Interpretation of results using Excel application is fast and very suggestive. Microsoft Excel 2010 makes it possible to analyze, manage and share information in more ways than before, helping you make better decisions, offering new visualization and analysis tools to trace and highlight trends in data analysis. Also, it allows easy access to important data, even if we are away from almost any Web browser or Smartphone. It is possible to upload files to the Web to work together with others online.

Regardless of reports or analysis performed, Excel 2010 provides more flexibility and efficiency to achieve your objectives by delivering new tools to help discover patterns or trends that may lead to more informed decisions, improving the ability to analyze data sets at large.

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