

TY AND EFFICIENCY IN LOCAL PUBLIC ADMINISTRATION

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Abstract: The need for efficiency and quality in the managerial document is more acutely felt at all levels of governance from Romanian administration. In a modern democratic society, as the society we live in claims to be, it is necessary for the administration service to be closer to the citizen-customer requirements. Essential in this regard is that the public administration, in order to be effective, needs to fit a nation as well as to each individual, as the decisions taken at this level make people as much harm as good.

Keywords : quality, efficiency, strategy, success, failure

1. Introduction

Public Administration in Romania has faced in recent years have seen many important changes both in terms of the proper functioning, the duties and responsibilities, especially as expectations of the public, of the citizen. Ignoring strategic perspectives, the lack of serious concerns on thorough administrative responsibilities of management training continues to put its mark on administrative institutions, which in most cases prove far less based on initiative and flexibility. [9]

Unlike legal conception, design methods assimilated managerial management, pursues an aim entirely pragmatic, seeking to discover and implement the most rational and efficient methods of organization.

Management, including administrative concerns are in the traditional and original line of science organizations, science, effective management, naming a total final operational utility and clear. So management applies both for-profit organizations and non-profit institutions, public services, individual actions. [2]

Weberian concept can be considered as one management, it is established distinction between decisions taken by political leaders the responsibility and obligation to comply with bureaucratic officials, whether we are beliefs. Interest focuses on current understanding and existing principles, improving them to suit a changing context. This concept of management is more recent, being developed by sociologists and management public. Se promoters managers now put emphasis on increasing accountability of public institutions in their relationship with civil society through pollution issues on the proposals and actions taken, the organization referendums on questions of general interest, encouraging active involvement of citizens in decision making.

2. The driving of good governance and administration

The need for quality management is more acutely felt at all levels of governance of the Romanian administration. Principles that would lead to an increase in the quality and effectiveness of sensitive administrative and governance are: [1]

The principle of predictability and trust, which implies predictability and the social economics especially on landings, strict observance of the principle that "nobody is above the law", the rules of democracy and citizens' rights;

The principle of openness and transparency, which implies the existence of effective control with a large external opening to enable every citizen or authorized public institutions can follow and check administrative procedures. The same principle implies the possibility of a wider involvement of civil society in decision-making process, making the laws (through discussion and effective contribution when it comes to budgeting or contracting

certain loans). The principle should be based on access citizens to public information (to be informed of how public money is spent taking active steps to involve them more in public life);

-The principle of responsibility means responsibility of each administrative body for its actions so as to protect the best interest of public and private sectors which would lead to substantial improvement in the quality of decision making;

Efficiency and rationality-principle concerns the relationship between results and resources consumed, both aimed at increasing the performance of the administrative and accurate and rigorous law enforcement.

These principles can be translated into practice and have the expected results only by special attention to human resource of the entire administrative system, to increase its quality and quality of public services. To achieve this goal, it is necessary a better staff training on the citizen-client relationship, on devolution and decentralization process, about relations between different structures and bodies administrative. What happens now is a attempt to reactivate, including conceptual, public sector reform, a redefinition of state bodies, the state's role in the economy of all forms of relations between civil servants, politicians and citizens who have to sit back issues leading to values, ethics , dignity, honesty and responsibility. [2] to do this requires careful monitoring of each action taken under a system of performance indicators, and each public servant both by established systems of control and evaluation, especially by awareness and self-evaluation. [7]

The self-evaluation is a tool for total quality management excellence model inspired by the European Foundation for Quality Management (EFQM) model and Speyer of the German University of Administrative Sciences. The self-evaluation is based on the premise that excellent results-oriented performance of key individuals, human resources and society are achieved through leadership, defining policy and strategy, leading employees and using partnerships, resources and processes. The self-evaluation to the organization of work from different angles simultaneously, to generate an overall analysis of organizational performance.[7]

3.The Strategy of Quality in Prefecture

For the strategic project were defined first defining elements of any strategy: purpose, vision, mission, values. Distinguish a set of values that emphasize that simply want to replace the concept of citizen, with the customer and the project will pursue all activities centered on the customer.

Prefecture values County operates the principles on which total quality management.

But who are the beneficiaries of all these goals?[3]

1. Customer – by satisfying the requirements and needs for services;
2. Institution partners – ensuring confidence in the institution and an improved quality of services provided;
3. Employees – by increasing motivation, involvement and their attachment to the institution;
4. Prefecture itself – by reducing the costs of non-quality, improve image, streamline activities, increase confidence in the institution and its management, decrease repetitive errors, creating a climate conducive to professional development of employees.

The next step consists of defining the strategic objectives:

1. Increase customer satisfaction;
2. To improve the organization and functioning;
3. Improving the image.

And then the operational objectives:

Operational objectives for the no. 1 strategic goal

1. Improving customer relationship;
2. Increasing awareness of the needs, requirements and expectations;
3. Increase customer awareness on areas of responsibility.

Operational objectives for the no. 2 strategic goal

1. Ensuring a stable and effective organizational framework;
2. Human resource development;
3. Raising awareness and motivation of employees on quality management;
4. Improving internal communication within;
5. Increased transparency of the budget for;
6. Attracting financial assistance grants provided by the EU;

7. Improving external communication;
8. Continuous improvement of service provided;
9. Strengthening the conduct surveillance activities in the functional structures.

Operational objectives for the no. 3 strategic goal

1. Increased awareness of efforts to improve the quality of services provided;
2. Improving the quality of the interface;
3. Increased involvement of civil society in action.

Upon completion of defining the objectives to be reached, the manager may proceed with the project implementation progress in time and space which represent it in a table attached. The strategy is mandatory for all staff, from the date of its adoption by order of the prefect.

The next step is a careful monitoring and ongoing assessment of activities to implement the strategy.

Monitoring will be an ongoing process and is based on the evaluation process also provides the necessary adjustment of both the strategy itself and its implementation will be undertaken by a working group established by order of the prefect. It will develop a monitoring report each in its own operational procedures.[3]

Failure is felt deeply in human beings, especially when the failure of an organization reflects more on the manager's organization. All failures "break the head" manager because the manager responsible is the only feature that cannot be delegated. As a manager, if you empower a person to perform a task and it is a failure, then the manager responsible is not known because they choose to or because the employee had not delegated that task. For these reasons, every manager must be endowed with power to take equally, both success and failure. A manager is not only strong when no failures - this is virtually impossible, especially when failure is experienced and taken quickly remedied, corrected and restarted - the end result is success.[10]

Failure if the self-evaluation strategy and implementation of quality management system QMS – ISO in Prefecture, there is a certain failure, as the institution is at the limit of its credibility before the people and even deadlock failure to achieve its objectives.

Therefore, the prefect, failure in this case will produce a great mental pressure, which correlated with all the obstacles and unfavorable factors, may lead to a catastrophe.

After comparing the two situations should be deciding on the optimal deployment option. Are raised, in case of failure and non negative actions - actions and then, for all these solutions are correct. Finally, go to its implementation - called.

4. Conclusions

Organizational assessment questionnaire is the beginning of the institution's most important resource: human resource. Among the 60's questionnaires collected, there are a significant number of questionnaires 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 a high quality internal activities and services provided to citizens seeking. The ISO – QMS rules requirements for the management system of an organization that seeks to demonstrate the ability to consistently provide a product / service according to customers' requirements and legal requirements, to increase customer satisfaction through effective application of the system, including continuous improvement it.[8]

By applying TQM in the public sector get many benefits including:

- flexible management system designed to allow continual improvement of quality services;
 - creating a corps of civil servants as motivated in their activity;
 - continuous improvement of customer relations;
 - process improvement in all categories of resource management in public institutions;
 - a system of continuous training of employees;
 - simplify management processes and execution of quality system procedures clearly defined and structured
- Timely detection and correction information system deficiencies.

With these objectives, we wanted to win and maintain public confidence and all current and potential partners, and at the same time ensuring that service quality is improving and it will be an ongoing process.[9]

But keeping close to our customers requirements, we provide quality public services in public institutions.

In a modern democratic society as claimed to be, it is essential to realize the importance of public administration, specifically, what is happening today in this area that does not seem to respect any "laws" of political science or management. It is necessary to understand all that government to be effective, must match a nation, as well as each individual. [4]

Public administration in Romania in recent years have seen significant changes facing both in terms of its operational framework, especially as the policies and expectations of citizens, duties and responsibilities. Its inclusion, at least declaratively, in the overall reform process has made her face a dilemma familiar set of the entire Romanian society. The idea of reform, so often the vehicle is most often related to general formulations, propaganda statements, devoid of content and seek formal solutions. Absolutely miserable organizational and managerial processes are too little considered in the equation of reforming the administrative system, seen as being dependent only legal solution. [2]

Serious and painful is that, under such conditions, large public administrators make decisions about major issues that have consequences as large. This should give much food for thought: public administration is an area that offers a rich variety of unusual opportunities for moral or immoral decisions to make ethical choices or not, but people can do much better or much worse . If you wish to enter into this field, we must think that people ask us, when we make that choice, as we ask ourselves how we help or hurt people with our decisions. Countless questions are important in any context, but in the context of public life, human destiny is in your hand when nothing could be more important.

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