

PROCEDURAL APPROACH IN PUBLIC ADMINISTRATION

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ABSTRACT. This paper deals with issues of procedural management in organisations of public administration. It presents restructuring as one of important determinants for implementation of amendments in new conditions and presents interconnections with possibilities of application of procedural method- based approach.

Key words: procedural management, organisations, restructuring, public administration

Introduction

The still ongoing restructuring of public administration in Slovak Republic gradually detects different insufficiencies which are occurring during its functioning. Due to gradual decentralisation of competences and finances the organisations and institutions have to resolve a great deal of tasks they are fully responsible for. There have arisen higher and higher requirements on management and applied methods.

Public administration presents a complicated system of relationships , bodies and institutions as all of them serve to provide execution of public authority in the state. It concerns that part of economics which is financed from public resources and its main aim is to execute competences stated by legislature in order to achieve the highest effectiveness and quality. Effectiveness and its evaluation belong to the key issues of economics. It is considered the function of value and productivity. The value reflects the relation between quality and price and it has a relation to utility evaluation of consumer / citizen/ .

In recent years there has been a far greater interest in observation and evaluation of processes in public administration. The basic idea of application of procedural approaches in public administration has arisen due to recognition that the ongoing processes in public administration are not effective.

Restructuring of public administration

If we recognize this basic idea / insufficient effectiveness of ongoing processes/, then we can find out that one of the possible amendments is restructuring. Commonly the amendment of structure in a given body is considered. It stands for a principal restructuring of strategy, structure and processes and their harmonization with new reality. Two other ideas reengineering and revitalization are closely connected

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with it. Reengineering can be viewed from different points of view ,however in our case it will be dealt with (Veber, J. et.al. 2001) as part of restructuring providing support for implementation of restructuring processes. It is a purposeful solution in accordance with situation in public administration and from this point of view restructuring seems to be as a necessary step in further better functioning of public administration. Considering the reasons of restructuring, it can be divided into two groups:

	Reasons	Characteristics
1.	Crisis	Restructuring due to negative reasons
	Problems	
2.	Prevention	Restructuring due to positive reasons
	Chances	

Distinctions between functional and procedural approaches

Processes are not considered as new issues in public administration. All the operations involved in achieving the goal are parts of the processes which are generally characterized as complete operations containing different activities. In management of organizations of public administration there is a prevailing application of functional approach whose biggest advantage is that it attracts attention to local issues without taking into consideration the issues in wider context. The procedural approach does not neglect the classical managerial functions however it applies them in other connectivities.

The idea of organization lead by procedural approach consists in determination of essence of structure after determination of processes. In the procedural approach the firmly created structures very often obstruct innovations and flexibility mainly in complementation and implementation of new activities. The idea of process is characterized by prevailance of processes over organizational structure. Instead of „process follows structure“ there is applied “ structure follows process“. The initial point is the determination of key *main processes* the final output of which will be assigned for external client – citizen , enterprises ,other organizations of public administration, etc. These key processes consist of reciprocally connected activities , decisions, information , material and technological flows. If all these activities are appropriately coordinated they can mutually create a competition advantage of organization. However the complexity of *supporting processes* is required for the performance of key processes. The supporting processes are indirectly involved in creation of output as they are processes which are mainly performed in internal environment of an organization / bookkeeping, informatics, etc. / The fast-growing implementation of new technologies, the rapid development of information systems and telecommunicational means have had an urgent requirement on new division of work. The idea of necessary application of informational technology at the procedural approach in management proves the fact that informational technology has not only to be used for practical usage in the sense of automatization of faster and cheaper output. It is far more important that it will contribute to decentralization and transparency

of work what is a serious insufficiency in strict functional management represented in reality by separate departments/e.g. organizational department /.

Methods of Procedural Management in Public Administration

The management of processes as systematic identification, evaluation and ongoing improvement of processes requires also generation of procedural alternatives.

Considering each alternative it is necessary to proceed from input-output orientation, In this case inputs are combined in order to achieve goals in most effective way. The so called procedural maps are created on which the processes are visualized with precisely defined responsibility of those taking part in it. It is also important that each process has to be measurable at least in three aspects: time, expenditures and quality. From this point of view the field of public administration presents a more complicated environment than that in private sector. In production of public commodities which are supported by legislature it is sometimes very complicated to define standards of quality first of all in the field of public services. Nowadays in the corporate sector methods based on procedural orientation have become an inseparable part of complete managerial approaches and due to their development they are becoming newer and more modern. In these days there is a challenge for the management area of public administration to select and implement procedural methods into the performance of public organizations as well in accordance with their modification concerning the specified conditions of public sector.

In Slovak Republic according to complete restructuring of public administration there are introduced not only the formal amendments but gradually the modern managerial systems have been implemented in order to improve performance quality of the whole system. One of them is the Model CAF (Common Assessment Framework) determined by European Foundation for Quality Management especially for the field of public administration. Its creation has been inspired by the Model EFQM which is commonly applied in private sector. CAF is a self-evaluative instrument suitable for assessment and improvement of processes in organizations in a complex managerial view. The following fields are investigated: leadership, strategy and planning, personal management, partnerships and resources, system of innovation quality, processes and amendments, satisfaction of clients, satisfaction of employees, influence on society and key results of efficiency.

Conclusion

The procedural approach is not the only appropriate way how to resolve the issue of higher effectiveness in public administration. However it can be taken into consideration as an effective tool of new way of thinking, habitudes and searching for new possibilities how to improve the present status.

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