

IMPROVING PUBLIC SERVICES THROUGH A ORGANIZATIONAL PERFORMANCE MANAGEMENT

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ABSTRACT: *Organizational management, systemic approach, is known more as a system Management, that set of factors such as organizational, methodological information, decisions and relationships between them, as outlined, that will achieve objectives. Fundamental objective of management in public organizations involved in the holders of public office positions and leadership and execution in this area an additional responsibility to manage all types of resources available to the public sector, namely human resources, information, material and financial. Summary of process management is focusing on human coordination of joint work. An important role in this process is modernizing organizational management and quality delivery of public services or the institution's activities, public services more efficient by implementing innovative tools, leading to a government driven process to a results-oriented public service.*

KEY WORDS: *modernization of organizational management; public service quality; results-oriented public service*

JEL CLASSIFICATION: *H83, M12*

1. GENERAL CONSIDERATIONS ON ORGANIZATIONAL MANAGEMENT MODERNIZATION

Public sector modernization and improvement of quality of public services is essential for public sector reform. Whatever the model chosen management, quality public service remains a key issue for modernization and reform program of

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government. Quality management offers solutions to problems of inefficiency and low quality of services delivered, but also to reduce costs in financial crisis.

An important role in this process is modernizing organizational management and quality delivery of public services or the institution's activities, public services more efficient by implementing innovative tools, leading to a government driven process to a results-oriented public service such as for example: using quality management in public service delivery; improving cooperation between institutions and initiatives to create collaborative networks; background choices / decisions based on evidence / evidence; promote modernization of organizational management in the administration through innovative measures, through specialization of civil servants, their motivation and mobilization towards innovation, etc.; implementing and monitoring the implementation and enforcement procedures to govern the institution's current business; recovery of outstanding quality management results in terms of organizational culture; reduce the government financial; promotion of electronic solutions, etc.; improve security of public documents; simplification of administrative procedures and measures to reduce bureaucracy; improving services (equipment, materials, personnel, finance); reduce delays in obtaining deliverables and response time to public service users; minimize losses and maximize the value (eg more efficient use of staff time); focus on service delivery outcomes.

2. INCREASING INTEGRITY, TRANSPARENCY AND ACCOUNTABILITY IN THE CIVIL SERVICE

An efficient public administration involving public trust. Citizens expect public servants to serve the public interest in fairly and with decency to manage public resources every day. 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-government, private sector and civil society is facing this challenge at all levels. In this context, promote and encourage best practices on this topic simply to meet this challenge and strengthen capacity for cooperation between all parties involved.

Actions that may lead to proper application of the concepts of integrity, ethics, transparency and accountability are: practices and measures to promote ethical conduct in public office; method 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; take steps necessary to achieve a more efficient management of career civil servants. (connections with training need mobility etc.); identify the necessary skills and effective use of staff.

3. PRESENTATION METHOD OF ANALYSIS ON "HUMAN RESOURCES" IN GORJ COUNTY COUNCIL

Analysis was performed on a sample of 30 public officials on March 23, 2010, in the Gorj County Council there were 129 civil servants. Of these, the share of women is slightly higher ratio of men and women tend to equilibrate.

3.1. Proposed Objectives

Proposed Objectives are: determining whether officials know legislation; identify issues in career management functionality CJG; identify the advantages and disadvantages experienced by civil servants; determining whether the legislation applies to career civil servants; identify 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 pass when the subject was assessed; promote discussion of the CJG; discussion of legislation related to civil servants; talk about the subjective perception of their careers. The topics will be raised only if the subject does not address its exposure in the wild, or deepening them. Interviews will be conducted at the workplace of each subject (Gorj County Council), 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 Council. The marketing research is an analysis that is applied to the evaluation of career civil servants. The questionnaire was based on research objectives and contains 12 questions. Questions are closed because they provide on the topic in a position to indicate one or more possible answers proposed are easier to give answers, and processing and interpretation of data obtained is simplified. The questionnaire contains both single-choice questions and multiple choice questions.

Formulating questions were chosen simple words, easily understood, 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; questions that are then directly reach the issue of research and interpolated the most difficult questions that require more time thinking of questions easier.

3.3. Planning work on sample of 30 civil servants

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 release the questions. We can assume from experience

that the subjects will be happy to make them willing cooperation in carrying out this research. Also some questions will be clarified with a greater degree of complexity, offering explanations and guidance subjects without any influence but opinions.

Market research on a sample of 30 civil servants		
23.03.10-25.03.10	2 days	Planning activities
28.03.10-02.04.10	5 days	Questioning sample
05.04.10-09.04.10	5 days	Centralizing data collected
12.04.10-14.04.10	3 days	Data analysis and conclusions drawn

3.4. Questionnaire for performance evaluation of civil servants

1. You are a public official or executive management?

- servant leadership
- official execution

2. In that period have been appointed official?

- 1999-2004
- 2005-2006
- 2007-2008
- 2009

3. Under what conditions have been appointed official?

- The competition
- The report
- Do not know / no answer

4. What are the benefits they felt to be official?

- Salary Benefits
- Job security
- Priority in training
- Do not know / no answer

5. What are the disadvantages which they felt to be official?

- The inability to own a business in
- Failure to involve the political line
- large Responsibilities
- Do not know / no answer

6. How often do you evaluate?

- Monthly
- Annually
- Not rated
- Do not know / no answer

7. Who will make periodic assessment?

- Head directly
- You
- An office colleague
- Do not know / no answer

8. What is the periodic assessment?

- An interview with a higher
- Completion of a top of a report on individual performance
- And the interview and questionnaire
- Do not know / no answer

9. What are the criteria that has to be promoted?

- Promotion is a contest
- Promotion is by appointment
- Promotion is a contest report
- Do not know / no answer

10. How far that can promote in the near future?

- I will promote the first occasion when the upper seats vacant
- I will not be able to promote only the relationships
- Not interested in promoting
- Do not know / no answer

11. How you perceive your own career?

- Satisfactory
- Unsatisfactory
- I do not think a career
- Do not know / no answer

12. What is your age?

- Between 20-30 years
- Between 30-40 years
- Between 40-50 years
- Over 50 years

3.5. Responses to questionnaire

We present below some of that resulted after the centralization of the responses:

1. You are a public official or executive management?

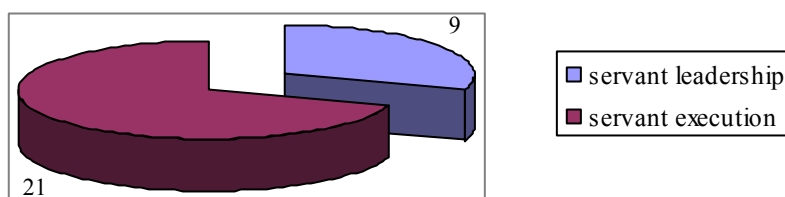


Figure 1. Types of public servants

Table 1.

Official type	Servant leadership	Servant implementation
Number of officials	9	21
Percentage	30%	70%

2. In that period have been appointed official?

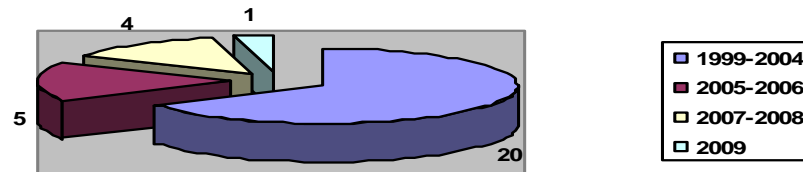


Figure 2. Period of appointment of public servants

Table 2.

Period	1999-2004	2005-2006	2007-2008	2009
Number of officials	20	5	4	1
Percentage	66.66%	16.66%	13.33%	3.33%

3. Under what conditions have been appointed official?

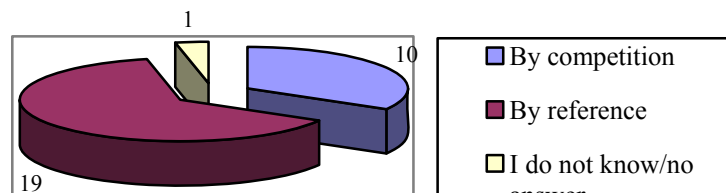


Figure 3. Terms of appointment of public servants

Table 3.

Method	By competition	By reference	I do not know/no answer
Number of officials	10	19	1
Percentage	33.33%	63.33	3.33%

4. What are the advantages to be felt in official?

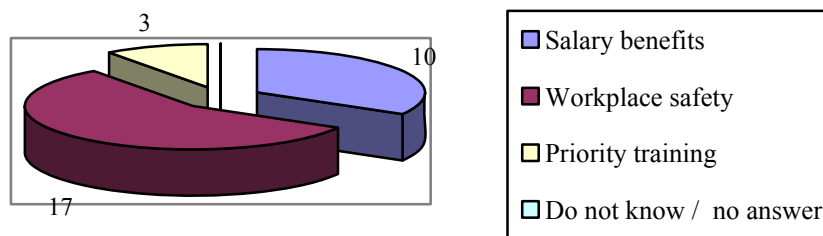


Figure 4. Benefits experienced by public servant

Table 4.

Type of benefit	Salary benefits	Workplace safety	Priority training	Do not know / no answer
Number of officials	10	17	3	0
Percentage	33.33%	56.66%	10%	-

5. What are the disadvantages which felt to be official?

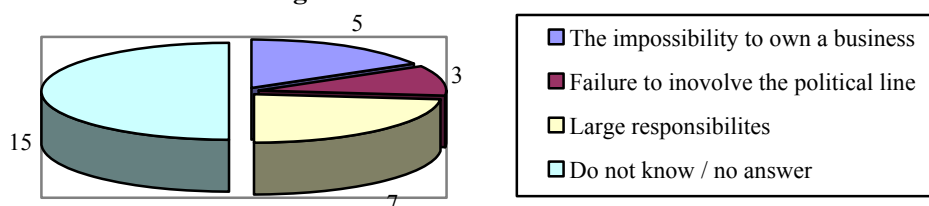


Figure 5. Disadvantages experienced by public servant

Table 5.

Types of disadvantage	The impossibility to own a business	Failure to involve the political line	Large responsibilities	Do not know / no answer
Number of officials	5	3	7	15
Procentual	16.66%	10%	23.33%	50%

6. What is the periodic assessment?

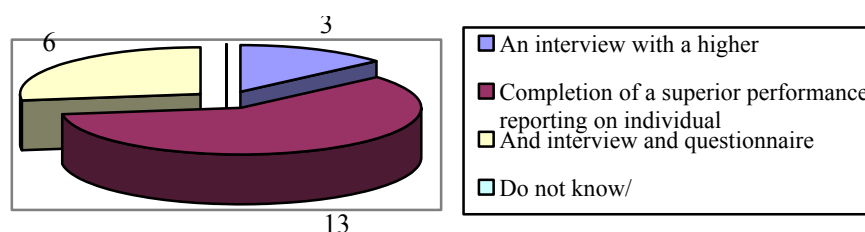


Figure 6. Evaluation criteria

Table 6.

Type of assessment	An interview with a higher	Completion of a superior performance reporting on individual	And interview and questionnaire	Do not know/ no answer
Number of officials	3	13	6	8
Percentage	10%	43.33%	20%	26.66%

7. What are the criteria that has to be promoted?

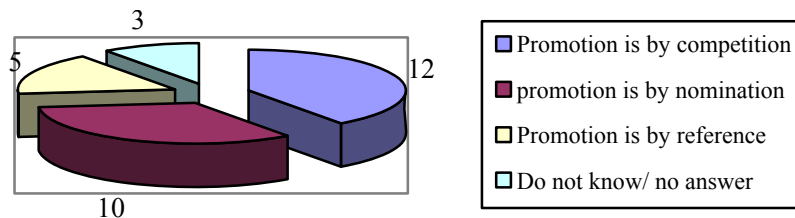


Figure 7. Criteria for promotion

Table 7.

Promotion criteria	Promotion is by competition	promotion is by nomination	Promotion is by reference	Do not know/ no answer
Number of officials	12	10	5	3
Percentage	40%	33.33%	16.66%	10%

8. How far you can promote in the near future?

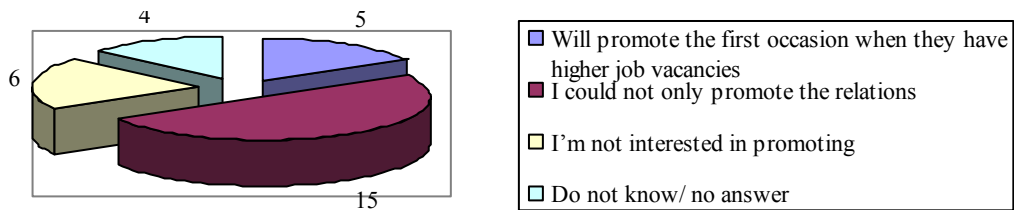


Figure 8. Promotion in the near future considerations

Table 8.

Promotion possibilities	Will promote the first occasion when they have higher job vacancies	I could not only promote the relations	I'm not interested in promoting	Do not know/ no answer
Number of officials	5	15	6	4
Percentage	16.66%	50%	20%	13.33%

9. How you perceive your own career?

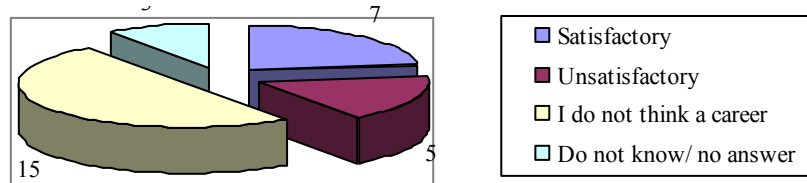


Figure 9. Perception of own career

Table 9.

Perception of career	Satisfactory	Unsatisfactory	I do not think a career	Do not know/ no answer
Number of officials	7	5	15	3
Percentage	23.33%	16.66%	50%	10%

10. What is your age?

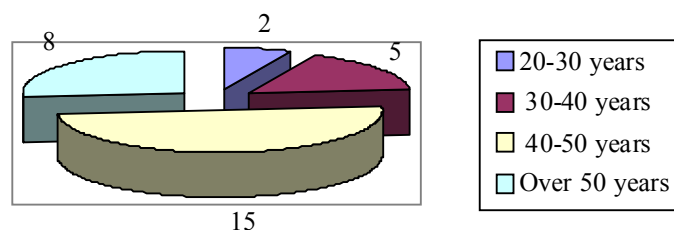


Figure 10. Age of respondents

Table 10.

Age	20-30 years	30-40 years	40- 50 years	Over 50 years
Number of officials	2	5	15	8
Percentage	6.66%	16.66%	50%	26.66%

4. CONCLUSIONS

Human resources work Gorj County Council, was conducted based on core principles and have proven practical value, such as: concern sustained concentration and targeting capabilities and individual efforts to achieve effective institution's objectives; 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 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 in professional development.

Objectives for 2009 have been completed; work in human resources being limited, but requiring new activities daily, according to priorities. Analyzing recruitment questionnaire based on the application submitted, I noticed the lack of a specific mechanism for requiring public servants:

- Creating specialized recruitment mechanisms possibly managed by Regional Training Centre in Local Public Administration or outsourced as a service;
- Recruitment should be in tasks manager / human resource manager, which maintains a constant connection with these resource centers so that the Regional / service that consistently provide information about public institutions contests offer qualified personnel in an existing time on a particular specialty;
- Identify to the Head of the poor and creating specialized facilities (wage) to attract and retain highly skilled professionals in the system in the majors;

- Establish 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
- Organizing contests unit for similar functions within regions (districts 2-3)
- Testing of persons to be appointed by NACS committees Agency competition, 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)
- Create a complex institutional analysis in each public authorities and institutions with organizational adaptation to staff needs, allocation of tasks to stations so clear.

At evaluation stage is necessary:

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

At control stage 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 committee of discipline at the county level to avoid the risk of interpersonal ties that could affect the procedure, in small communities.

Promotion / efficient work of public institutions:

- Reassessment of the civil service promotion system so that the basic criterion is competence, not seniority basis;
- Establish mechanisms to promote the natural, while higher education graduation lengthy post-graduate etc. (Currently can not make a post processing, but switching to a higher category posts only in limited vacancy);
- Establish performance indicators institution.

Motivation:

- Civil incompatibilities, doublet without for wage reasons, make such public office to be unattractive, especially for youth;
- The limited funds allocated, head of the institution should have more flexibility in setting priorities - including a separate system for those

specialties poor motivation (in administration, a specialty of computer scientists is poor)

- 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.

Training and continuing education:

- A preliminary assessment of training needs of civil servants in order to harmonize supply of courses (National Institute of Administration, the Regional Centre, etc.) Training with existing demand at a time in the central and local government;
- 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.

In conclusion, the civil servant status in its present form creates all the premises as a public service, similar to European governments and change the type of removal of category leading positions in public offices are inappropriate at this time and marks a setback in the process of no politicization administration. The problem existing legislation is not therefore a matter, but an implementation, public institutions no valorization effective mechanisms / tools that are available for proper application of the law.

Regarding the case strictly Gorj County Council, the main step necessary at this point would be to strengthen and improve human resources team. The activity department is currently limited to the interpretation and application of existing legislation truncated. Overall public administration, changes of HR and career management, mainly can not do than legislate. First is the ambiguity of some of the laws and the fact that they leave room for subjective interpretations.

Career civil servants, training, continuous improvement and motivate them to engage effectively in highly complex administrative processes and impact the public, should be the priority objectives of any public institution, regardless of where they work. Statute of Civil Servants Act, updated and modified by some provisions were declared unconstitutional, 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 come 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 facing many sectors of government.

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