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## IMPLEMENTATION OF THE QUALITY MANAGEMENT SYSTEM IN THE ACTIVITIES OF LOCAL GOVERNMENT BODIES REGARDING THE PROVISION OF PUBLIC SERVICES

*The article focuses on the fact that the effectiveness and efficiency of the exercise of powers by local self-government bodies is realized through the improvement of the quality of public services and the improvement of the efficiency of the use of budget funds; ensuring the transparency of activities and through the development of interaction with members of territorial communities regarding the resolution of important issues of local development; improving the manageability of the local self-government body.*

*Various theoretical studies on the above-mentioned issues were considered, with an emphasis on the fact that quality management and the implementation of relevant systems in the work allow local self-government bodies to ensure the quality of services and the socio-economic development of communities, as well as to radically change approaches and principles based on quality, increasing their overall efficiency and performance. During the formation of the institute of public services and the development of a service-oriented state, the analysis of the needs of the population, improvement of the system of providing public services should be a priority area of work of local self-government bodies.*

*The study also analyzed the main approaches to the processes directly related to the implementation of the quality management system in the activities of local self-government bodies. It is emphasized separately that the achievement of the specified results is possible thanks to the implementation of quality-based principles and approaches in the work of local self-government bodies, as well as a quality management system for the provision of public services. In addition, modern quality management systems are represented by various concepts and models that develop by integrating into the overall quality and management system. Within their limits, appropriate tools are produced and quality management methods and various systems are formed.*

*The author of the article raises questions about the theoretical content of the concept of "quality" in the conditions of a complex stage of the modern development of territorial communities due to a change in approaches to work, a change in principles, the creation of the most favorable environment for the provision of high-quality public services, the introduction of quality management systems into the work of local self-government bodies, including including regarding the provision of public services.*

**Key words:** *local self-government, territorial communities, development of communities, public service, public service provision system, service activity, quality, quality management, quality in local self-government bodies*

**Problem Statement.** Efficiency and performance implementation of their own powers bodies local municipality is realized by increasing quality public services and increase efficiency using budgetary funds; software transparency activity and development interaction with member's territorial communities of solution important questions local development; increase manageability body local self-government. Achieving the specified results is possible, in particular, thanks to an intro-

duction to work principles and approaches based on quality.

**Analysis of Recent Studies and Publications.** Issues related to the management of decentralization processes and quality management in the context of these processes are investigated in the works of foreign authors: R. Musgrave, U. Oates, C. Tibu. The works of domestic authors, in particular O. Karpenko, V. Lytvynenko, and V. Tymoshchuk, deserve attention.

**The purpose of the article is** to clarify the content of the process of introducing a quality management system into the activities of local self-government bodies in relation to the provision of public services.

**Presentation of the Basic Material.** For creation opportunities adapting bodies' local municipality procedural approach to own activity international standard ISO 18091:2019 is recommended single out three groups process integrated management quality: processes management; processes current activities; processes maintenance provide due functioning processes current activities.

It is worth noting that quality is, first of all, usefulness; the degree of satisfaction of needs and fulfillment requirements of clients; compliance of the product with specific, special requirements, etc. At the same time, the quality system is a set of organizational and technical measures, methods, and resources necessary to provide guarantees to the consumer [1-2].

Modern quality management systems are represented by various concepts and models that are developed, improved, and integrated into the overall management system. They are produced with the appropriate tools and emerging methods of quality management.

Concept TQM (Total Quality Management) is considered fundamental in the quality management system in the organization, in terms of content more conceptual is understanding TQM as «quality-oriented management».

General model schemes evaluation (Common Assessment Framework, CAF). General is a quality management tool created based on the quality model of the European Foundation for Quality Management (EFQM). Application models CAF gives the possibility to consider all aspects of the organization's work such as potential opportunities (processes, strategies, resources, etc.) and results. Evaluation of the results is extremely important because it provides insight into the different perspectives of different stakeholders (employees, customers, and society).

The model supports public management and administration bodies (public administrations) in order, in particular, to carry out diagnostics that will reveal strong aspects and areas of improvement, which helps to determine measures for improvement.

The concept of «Six Sigma» is a set of techniques aimed at achieving close to ideal taking into account the effectiveness of the organization's

requirements and expectations of consumers. Philosophy The concept of "Six Sigma" is based on a straight-line correlation between quantity defects, cost growth, and level of satisfaction among consumers.

ISO 9000 defines standards of the quality system, which are developed, to meet the goals of local self-government bodies regarding the provision of public services of appropriate quality. In today's world, improving the quality of life is impossible without ensuring and constantly improving the quality of public services provided to the population and local businesses, and the fullest provision of the needs of territorial communities.

The use of a quality management system involves considering the activity of the local self-government body as a set of interconnected processes. They contribute orderliness of activity and allow management to more clearly understand tasks and functions structural subdivisions and the local self-government body as a whole.

A quality management system that meets the requirements of international standard ISO 9000, is the most effective tool for improving the quality of services and improving the activities of the local self-government body.

Based on the recommendations of standardization bodies and domestic and foreign experience can distinguish such sequence actions during the implementation of the quality management system:

- 1) Deciding to improve activities thanks to the implementation of the quality management system -
- 2) Identification of the main problems of dissatisfaction among consumers the level of quality-of-service provision and other nuances -
- 3) Implementation of the quality management system -
- 4) Achieving results and improving the system.

In general, in the form of a methodology for developing a quality management system in the activities of a local self-government body regarding the provision of public services to residents provides:

1st stage – conducting general training; appointment of responsible and selection resources; examination of current activities for compliance with the requirements of the standard and development of measures; determination of the structure of processes, their inputs, and outputs, responsible for them; definition of the structure quality management system documentation.

Stage 2 – implementation measures based on the results of the activity survey; project development quality management system documents; mutual agreement developed projects documents; in-depth staff training.

3rd stage of approval of quality management system documents, their distribution and practicality application; monitoring and analysis of indicators effectiveness of processes; planning and carrying out internal audits; identification of inconsistencies and their elimination.

A local government body that decided on the implementation of the quality management system, including the provision of public ambassadors, needs a first functional examination of its activity - an introductory audit, the purpose of which is to determine the level of compliance / non-compliance current activity of the authority according to the requirements of the ISO 9000 standard.

Mainly process for a local self-government body, there is a process of providing services to customers (individuals and legal entities) - administrative, non-administrative, communal, social. Therefore, among the spheres of activity of the local self-government body, which will be subject introductory audit - first of all place provides public services.

Examples of management processes are strategy development and operational plans, monitoring and analysis of activities, management of personnel, infrastructure, information resources, finances, monitoring of legislation, work with citizens' appeals, sociological research of needs and satisfaction consumer products or customers of services, informing about services, making decisions.

Once again, we emphasize that "the development of a territorial community in any direction and sphere of ensuring its vital activities must take place in accordance with the interests of the population" living there and the pan-european "fundamentals and trends of state policy regarding local self-government" [3].

In particular, V. Kozak wrote that, as of today, «there is a need for further steps in the direction of streamlining the system and structure of public authorities in relation to the functional service principle» [4].

When developing and implementing a quality management system, it is necessary to consider

the wishes of the population. Development of the territorial community directly depends on its residents, and therefore local self-government bodies need to understand precisely the current and future needs of the population, fulfill their requirements, and strive to exceed their expectations.

**Conclusions.** Implementation of the quality management system in local self-government bodies includes the development and approval of the specified documents and personnel training.

Necessary to form a list of mandatory documents specified by the local self-government body. This can be done by analyzing those areas of activity to which the standard applies ISO 9001 has established requirements, in particular regarding the definition, description, and management of processes and documents; responsibility leadership; management of resources and provision of services; permanent improvement of activities through the formation of appropriate mechanisms of control, assessment, analysis data, and information and decision-making.

You can't limit yourself to simple pleasure formal requirements residents recorded in statutes, contracts, technical conditions, or other documents. satisfaction trace measure and evaluate in a certain way, and the quality system should contain a mechanism for developing corrective actions in the necessary cases. All the officials of the local self-government body must know and understand the needs and expectations of the population.

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**Дерун Т. М. Запровадження системи управління якістю в діяльність органів місцевого самоврядування щодо надання публічних послуг**

*У статті зосереджено увагу на тому, що ефективність та результативність здійснення повноважень органами місцевого самоврядування реалізується через підвищення якості публічних послуг та підвищення ефективності використання бюджетних коштів; забезпечення прозорості діяльності та через розвиток взаємодії з членами територіальних громад щодо вирішення важливих питань місцевого розвитку; підвищення керованості органу місцевого самоврядування.*

*Розглянуто різні теоретичні напрацювання з означених питань з акцентом на тому, що управління якістю та впровадження відповідних систем в роботу дозволяють органам місцевого самоврядування забезпечити якість послуг та соціально-економічний розвиток громад, а також кардинально змінити підходи і принципи на основі якості, підвищивши свою загальну ефективність і продуктивність. Під час формування інституту публічних послуг та розвитку сервісно-орієнтованої держави аналіз щодо потреб населення, удосконалення роботи системи надання публічних послуг має бути пріоритетним напрямом роботи органів місцевого самоврядування.*

*У дослідженні також проаналізовано основні підходи до процесів, які стосуються безпосередньо запровадження системи управління якістю в діяльність органів місцевого самоврядування.*

*Окремо наголошено, що досягнення зазначених результатів можливе завдяки запровадженню в роботу органів місцевого самоврядування принципів і підходів на основі якості, а також системи управління якістю щодо надання публічних послуг. Крім того, сучасні системи управління якістю представлені різними концепціями та моделями, які розвиваються, інтегруючись в загальну систему якості та управління. В їх межах виробляються відповідний інструментарій та формуються методи управління якістю та різні системи*

*Автором статті підіймаються питання щодо теоретичного змісту поняття «якість» в умовах складного етапу сучасного розвитку територіальних громад через зміну підходів до роботи, зміну принципів, створення максимально сприятливого середовища для надання якісних публічних послуг, впровадження систем управління якістю в роботу органів місцевого самоврядування, у тому числі щодо надання публічних послуг.*

**Ключові слова:** *місцеве самоврядування, територіальні громади, розвиток громад, публічна послуга, система надання публічних послуг, сервісна діяльність, якість, управління якістю, якість в органах місцевого самоврядування, ефективність.*