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DIAGNOSTIC METHODOLOGY OF THE FORMATION OF THE ORGANIZATIONAL AND LEGAL MECHANISM OF THE DEVELOPMENT OF LOCAL SELF-GOVERNMENT

It was found that one of the main provisions of the ISO 9000 standard is customer satisfaction through the production of products or the provision of services with characteristics that meet the customer's requirements. When it comes to products, we can formulate what properties and characteristics we would like them to meet. When we receive a service from local self-government bodies, we can also formulate our own requirements and expectations for it. Emphasizes the importance of considering the concept of "quality" as a variable category that depends on personal perception and requires the use of a diagnostic methodology for evaluating the service quality management system. It was emphasized that this methodology involves the application of the following criteria: all documents were accepted from the citizen, he was treated politely, he was provided with all the necessary consultations, a timely response was provided, etc., and, as a result, the citizen is satisfied with the work of the employees. However, local self-government bodies must achieve indicators that will allow an objective assessment of the results of their activities. The obtained diagnostic assessment of the work of public administrations should be thorough. Therefore, he insists on solving the logical question of what services citizens expect from state authorities and local self-government. Probably management services from a structure that is empowered to do so and is accountable for results. The implementation of all the powers of state authorities and local self-government should ensure the main service - comfortable living and stay

of residents in a city, town, village. All of them are consumers of management services. Each of these areas has its own executors, legal entities with their own management systems. People's living conditions largely depend on their performance of their duties. It is argued that the management system of state authorities and local self-government should be considered in relation to them, which should be limited only to the generation of management decisions and provide for the full responsibility of public authorities for the services provided. We believe that in this context, an effective model of the quality management system should be introduced in the specified bodies.

Key words: *diagnostic methodology, formation, organizational and legal mechanism, development, local self-government.*

Formulation of the problem. The success of achieving the goals of sustainable development and the implementation of national projects directly depends on the effective work of regional and local public authorities, in particular local self-government bodies. Today, it is important to build an effective model of joint work within the framework of the implementation of regional and local projects in communities. In addition to the direct tasks of socio-economic development, these projects perform the integration function of uniting communities and regions in solving tasks that are important for an individual and society as a whole. It is local self-government bodies that have the main role in solving specific practical tasks in areas such as education, health care, increasing housing affordability, improving the environmental situation, as well as supporting business activity, increasing labor productivity, and many other areas. At the same time, there is no diagnostic methodology for evaluating the quality management system of local self-government bodies in Ukraine, which would help assess the state of functioning of these bodies, in particular, in the direction of implementing local projects and providing services to the population.

Analysis of recent research and publications. In modern scientific literature, numerous scientific works are devoted to the study of various aspects of the

organizational and legal functioning of local self-government, in particular, V. Bordenyuk, V. Vakulenko, P. Vorona, S. Gazaryan, V. Kampo, V. Kuybida, Yu. Kuts, V. Mamonova, M. Lakhyzha, A. Pomaza-Ponomarenko, A. Yanchuk, and others [1; 3; 5; 6; 9]. At the same time, there remains a need to define methodological principles for the formation of the organizational and legal mechanism of local self-government.

Paper objective. The purpose of the article is to determine the diagnostic methodology for the formation of the organizational and legal mechanism for the development of local self-government in Ukraine.

Presentation of the main research material. As a result of the analysis of scientific literature [3] from the investigated issues, as well as taking into account the interpretations of the term "quality management system" established in international and national standards, it is possible to recommend using the following interpretation of the term "quality management system" - it is a set of elements that provide for quality improvement. Regarding the activities of local self-government bodies, defining the quality management system in them, you can use the concept established in DSTU 1.1 - 2001 "Standardization and related activities. Terms and definitions of basic concepts" [2]. Actually, the quality management system of the local government is a set of interconnected and interacting elements that allow the local government to set policies and goals in the field of quality and ensure the achievement of these goals [ibid.].

Currently, the quality management system at the local level in accordance with the ISO 9001:2000 standard is not fully implemented in Ukraine. And where it is being implemented, it has not yet become an effective quality management mechanism, since it is not isolated cases that only individual elements of this management system are taken into account, but the system as a whole.

In our opinion, the objective prerequisites for the widespread implementation of international quality management standards at the level of local self-government in Ukraine have already been created. Among these

prerequisites, the following can be distinguished:

- the need for innovation;
- the need to increase the effectiveness and efficiency of the activities of local self-government bodies;
- the need to increase the level of investment attractiveness of the territory in order to attract investments for the development of the territory;
- the need to improve the quality of life of the population in the territory of the municipal entity (territorial community) [5].

Therefore, the main goal of the implementation and certification of the quality management system in local self-government bodies is to increase the efficiency and effectiveness of the activities of local self-government bodies.

The essence of the introduction of the ISO 9001:2000 standard for the local level of management is to ensure the smooth functioning of the administrative system of the local self-government body in accordance with clearly regulated management processes [4; 9]. At the same time, ISO standards are easy to apply, accessible to understand, directly related to administrative processes and aimed at improving these processes, as well as aimed at continuous improvement and increasing customer satisfaction [ibid.].

Based on the accumulated foreign experience of implementing quality management systems in the activities of local self-government bodies, it is possible to highlight the following advantages regarding the implementation of such a system for local self-government bodies in Ukraine [5].

- it is important to develop and implement a strategy for the activities of local self-government bodies, which approves policies and goals in the field of quality;
- the quality management system allows to optimize the organizational structure of local self-government bodies, to improve interaction between structural units;
- documentation of the quality management system should be developed, which will allow to determine the processes of the main activity, which unify the order of service provision, allow to analyze each process and find ways of improvement;
- service provision mechanisms become more open and accessible;

- the control terms for the execution of official documents are shortened by 2-3 times, and the consideration of citizens' requests from 30 days to 7-10 days;
- the efficiency and transparency of document circulation increases, the system of the record keeping process is unified;
- executive discipline and responsibility are increasing, initiatives are emerging to improve the work of both individual local government officials and public administration in general;
- it is important to develop a procedure for the accelerated passage of documents according to the "green corridor" principle [ibid.].

Thus, international standards in the field of management, developed on the basis of advanced management methods, will allow to standardize the management system of local self-government bodies in Ukraine, taking into account the innovations in the field of management embedded in them and, thereby, to further increase the effectiveness and efficiency of the work of local public authorities.

The implementation of a quality management system (hereinafter - QMS) based on the innovative model laid down in ISO standards can be the necessary basis for creating an effective and efficient system of local self-government in Ukraine, which (the system) is aimed at maximally meeting the needs and expectations of all interested parties and stakeholders.

Citizens expect local self-government bodies to put forward, at a minimum, life-sustaining requirements, and at the most, to meet the needs for progressive social and economic development. And these requirements are quite logical, since the people are the only source of power [8] and have the right to manage everything: from transport to sewage, public lighting and civil defense. New and revised quality management standards contribute to increasing the efficiency of the relevant bodies, as well as adaptation to local needs and expectations to increase the level of community well-being. Currently, it is possible to create more powerful institutions or increase the effectiveness of already functioning ones at the regional, national, and global levels by strengthening the publicity and incorruptibility of these bodies [6]. The latter can be ensured by the effective

functioning of the CSM in public authorities, in particular local self-government. In this context, it is appropriate to define the QMS model, which will be done later in the work after considering the features of standardization of quality management.

Most municipalities in the US are certified, including state capitals. The implementation of quality management principles in the US state apparatus made it possible to carry out a well-founded program to reduce the number of civil servants. Since 1988, the President's Quality Award Program has been held for the annual awarding of highly effective organizations of the Federal Government for outstanding results in the field of quality (President's Quality Award Program) [7]. This program aims to facilitate the exchange of best practices and management strategies among federal agencies, as well as local governments, state governments, and private sector organizations in developing systematic approaches and methodologies for evaluating, analyzing, and planning performance improvements. The program includes two awards, namely the Presidential Quality Award and the Quality Improvement Award [ibid.]. The Presidential Award in the field of quality is an analogue of the Malcolm Baldrige National Award in the field of quality, its criteria have been refined taking into account the specifics of government institutions [ibid.]. The standard is widely used in Japan, where most local authorities of prefectures and administrative districts are certified. An interesting example is the Administration of the Prime Minister of Poland, where the "Quality Management in Government Bodies" program has been developing since 1999 [3]. This program is implemented jointly with the United Nations Development Program (UNDP). Since the beginning of the program, more than 100 local self-government bodies have submitted their applications for participation in this program.

Ukraine already has experience in applying the ISO 9001:2000 standard. A number of cities (Berdyansk, Komsomolsk, Lutsk, Chernivtsi, Alchevsk, Makiivka, etc.) took this model of management and improvement of their activities as a basis and even passed certification in foreign certification bodies [3; 6]. Unfortunately, there is practically no information on this topic on the official websites of the city councils, the full-scale aggression against Ukraine adds to the complexity of the situation. Some public authorities limited themselves only to the formulation of general policies and objectives

in the field of quality management. The analysis of available information allows us to say that management systems have been created, which extend to the provision of administrative services to the population, related to the issuance of various permits, certificates, licenses, etc. Monitoring mechanisms and evaluation criteria for service provision processes have been developed. Centers for the provision of state and municipal services are being created ("single window" principle). This can definitely be attributed to gains in these cities. The work of the administration becomes public, understandable and predictable for city residents.

Analyzing the requirements of the ISO 9000 series international standards, it can be noted that a number of requirements should be clarified, taking into account the specifics of public administration, represented by state authorities and local governments in Ukraine. This will make it possible to determine an effective model of the quality management system in these bodies (Fig. 3.1).

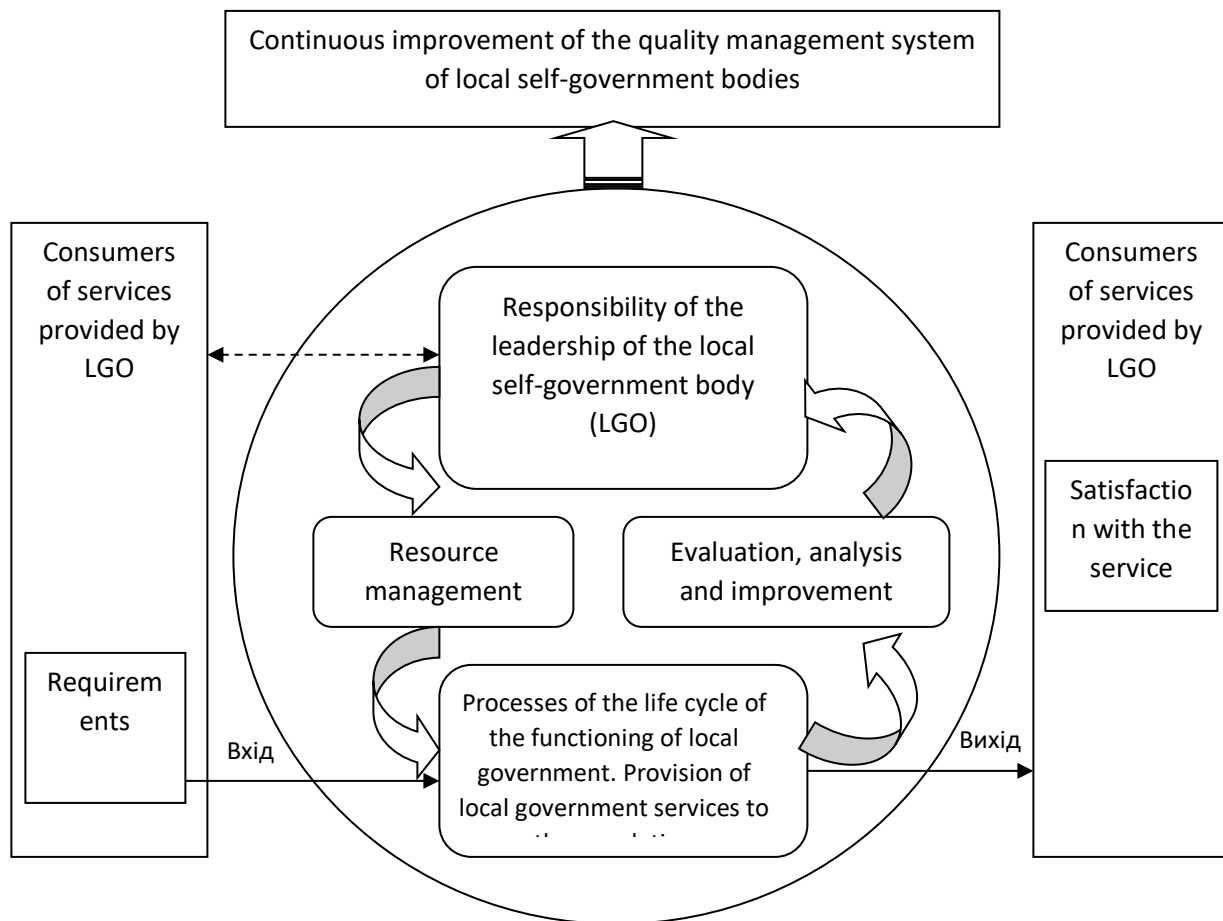


Fig. 3.1. Diagnostic model of functioning of the quality management system in

local self-government bodies

Source: Compiled on the basis of [1; 3; 6]

As can be seen from the model of the functioning of the quality management system in local self-government bodies, there is a constant improvement in the quality of services provided to the population by these bodies, due to the following: 1) aggregation of consumer requirements; 2) establishing feedback; 3) ensuring a high level of their satisfaction with the services provided; 4) on the condition that the management of local self-government bodies shows responsibility. In addition, it is worth pointing out that in fig. 3.1 presents the life cycle of services provided by local self-government bodies, which (cycle) should be constantly improved as well as the quality of work of these bodies with the help of corrective actions as a result of inconsistencies detected by the quality management service. If the quality of services of local self-government bodies does not satisfy consumers, then they undergo measurement, analysis and their improvement in accordance with the requirements of consumers, that is, the population.

Conclusions. It was found that one of the main provisions of the ISO 9000 standard is customer satisfaction through the production of products or the provision of services with characteristics that meet the customer's requirements. Emphasizes the importance of considering the concept of "quality" as a variable category that depends on personal perception and requires the use of a diagnostic methodology for evaluating the service quality management system in public authorities. It was emphasized that this methodology involves the application of the following criteria: all documents were accepted from the citizen, he was treated politely, he was provided with all the necessary consultations, a timely response was provided, etc., and, as a result, the citizen is satisfied with the work of the employees. Local self-government bodies must achieve indicators that will allow objective assessment of the results of their activities. The obtained diagnostic assessment of the work of public administrations should be thorough. Therefore, he insists on solving the logical question of what services citizens expect from state authorities and local self-government. Probably management services from a

structure that is empowered to do so and is accountable for results. It is argued that in relation to the population, the management system of local self-government bodies should be considered, which should be limited only to the generation of management decisions and provide for the full responsibility of these bodies for the services provided to the population. We believe that in this context, an effective model of the quality management system should be introduced in the specified bodies.

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