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**RESULT-BASED MANAGEMENT AS THE KEY CONCEPT FOR THE
DEVELOPMENT OF A MODERN SOCIOCENTRIC MODEL OF
MONITORING AND CONTROL IN PUBLIC ADMINISTRATION**

**УПРАВЛЕНИЕ ПО РЕЗУЛЬТАТАМ КАК ОСНОВНАЯ
КОНЦЕПЦИЯ ДЛЯ СОЗДАНИЯ СОВРЕМЕННОЙ МОДЕЛИ
МОНИТОРИНГА И КОНТРОЛЯ В ГОСУДАРСТВЕННОМ
УПРАВЛЕНИИ ОРИЕНТИРОВАННУЮ НА ОБЩЕСТВО**

The article studies result-based management as the key concept for development and implementation of a modern sociocentric model of monitoring and control in public administration. Its main principles and approaches have

been determined. The necessity of use of the given concept has been substantiated.

Keywords: *Result-based management, government, public administration, feedback, control, monitoring, community.*

В данной статье рассматривается управления по результатам как основная концепция для создания и внедрения современной модели мониторинга и контроля в государственном управлении ориентированную на общество. Определены ее основные положения и подходы. Обоснована необходимость использования данной концепции.

Ключевые слова: *управление по результатам, власть, государственное управление, обратная связь, контроль, мониторинг, общество.*

Nowadays, Ukraine has been facing some challenging times, and state officials, who hold key positions, have to follow the mind of the citizenry and take their opinions into consideration. Well-known scientists, experts and managers are positive that public administration needs a new approach to be developed. This approach should be community-oriented so that people could participate in the process of plan development and decision-making, carry out monitoring and control over their implementation.

Currently, public administration can be successful only when the present-day legislation starts to face real changes and apply real reforms focused on modern concepts recognized all over the world.

Analysis of scientific studies and publications

The following authors devoted their works to the research of this problem: P.Drucker, Ya.A.Leiman, A.S.Horshkov, A.L.Kyrylov, V.O.Berezhnyi, A.V.Muzychenko-Kozlovskyi, R.Kaplan, D.Norton, D.McGregor and others.

The aim of the article is consideration of result-based management as the key concept for development and application of a modern sociocentric model of monitoring and control; to define its main provisions and approaches; to give a well-founded conclusion why it is necessary to apply the given concept in Ukraine.

Paying due consideration to the latest transformations which have been happening in our country recently, the concept of "result-based management" is an effective concept for the development of Ukraine as a democratic country focused on the citizenry. The given concept (MBO – Management by Objectives) was developed in 1954 by a noted scientist Peter Drucker. It was first mentioned in his book "The Practice of Management". It stipulated the special method of enhancing efficiency of the organization where employees, performing their duties, are assessed not according to the performance but according to the result.

In content of result-based management, emphasis on the result, which has both principal and functional value, is basic. In case of result-based management, possibilities of an organization are used in such a way that the organization course of actions should stretch from their strategic level to the plans of individual use of working hours by particular employees. Use of willpower and thinking of the all-hands activates as early as the planning stage. [1, p.70]

Among principal provisions of the given concept are the follows:

- Goals should be developed for a particular organization as well as for its employees. The key aspect is that employees' objectives have to originate from objectives of the company itself.
- Goal development is performed from the top downward in order to seek connection with the key strategy and from the bottom upwards in order to gain understanding with an employee.

- Participating in decision-making. For a worker, process of goal development is a part of creative process between him/her and the management. In the given concept, goals have to be developed by the management together with the subordinates. In that event, during the discussion, the management and the subordinate understand what they have to do and how to achieve their goals much better.
- Steady feedback and performance evaluation.

One of the premier researchers who were a proponent of this method is D. McGregor. According to his belief, use of this method is quite practical as it gives opportunity to evaluate the management according to the results but not the individual skills. D.McGregor suggests that every low-level manager should define concrete production purposes and means towards their ends together with high-level manager.

Concept of result-based management has recommended itself as highly efficient primarily in business area. In public administration, it started to become popular in 90s. In the system of public administration, they started to understand this concept as orientation of state administrations to carrying out activities so that to enhance efficiency of public services provision. In this context, emphasis on results of their previous work is one of the main features. In this concept, control and accomplishment of plans are highly valued as equal stages of management process. Creative approach in task fulfilment and necessity of current plans completion are also permanent features.

A peculiar stage of this concept in public administration must be reliance onto obtained result. That is meant to help make certain conclusions in order to improve performance of state government bodies, local administrations and, above all, enhancement of employees' working efficiency. Individual attention is paid to the system of motivation of public sector workers. Based on this concept, one can achieve stable development of state government bodies and public sector workers' performance content.

It should be noted that, for the majority of foreign countries such as Great Britain, Canada, the USA, Australia, Sweden and many other western countries, orientation of performance of state government bodies to the concept of result-based management is the overriding priority of public administration development.

In this matter, special focus should be on the USA's background. In 1993, the "Government Performance Results Act" was adopted. [5] On the basis of this act, dynamic implementing of new budgeting system began. One of the advantages of this act was setting of the task regarding the public satisfaction level and increase of the quality of provided public services. This act also defined primary ways regarding achievement of goals of government budget spending policy:

- 1) American citizens' level of credibility to federal government has to consolidate owing to the regular reports of federal ministries concerning the implementation level of the adopted programs, achieved with their help results and their extensive discussion.
- 2) In the frame of implementing of pilot projects of goal-oriented reforms, amelioration of program goals development, measurement of economic and social efficiency of programs implementation and improvement of reporting level regarding their implementation, have to be achieved.
- 3) Increase of social efficiency of programs with the reinforcement of accountability, their implementation by state government bodies.
- 4) Assistance in establishing works for ministries executives with final result-based orientation. In order to make it possible, a ministry has to create a planning of measures system in order to achieve the set goals and provide with the information about the provided service quality and results.
- 5) By means of giving reliable and impartial information on utilized expenses, comparative effectiveness of federal programs and level of

achievements of the set goals, one can achieve improvement of quality of legislative solutions.

6) Improvement of public administration in general.

As it is known, the concept called "balanced score card" (BSC) developed by David Norton and Robert Kaplan in 1980s was taken as a basis of result-based management methodology. It should be noted that this approach is the most successfully applied in the USA and EU countries. (2, p.5)

Control of goals achievement and monitoring of implementation of goal-oriented efforts have to be done with the help of measurable variables. The discovered showings, to the greatest extent, have to fulfill the following requirements:

- Adequacy: a variable (a group of values) has to characterize the goal achievement progress and cover all the significant aspects of goal achievement;
- Accuracy: this requirement is focused on errors prevention and securing of such a measure of the variables that forms fair presentation of the of the goal achievement process in progress;
- Objectivity: use of the variable, advancing of which determines deterioration of the real situation, is not acceptable. Showings used have to stimulate the management to perform this form of activity least of all;
- Authenticity: the way initial information is collected and processed has to stipulate the accuracy of the received data during the process of independent monitoring and goal achievement evaluation;
- Single-value: ascertainment of the variable has to provide equal understanding of measurable value essence;
- Economic efficiency: reported data obtaining has to be conducted at minimum expense, values used have to be grounded on ongoing data acquisition programs;

- Comparability: values should be selected judging from the necessity of continuous data accumulation and possibility to be compared over certain periods as well as with values used for assessment of this kind of goals achievement progress, and also with values used in international practice;
- Timeliness and regularity: the reported data must be delivered in accordance with strictly defined periodicity and short time span between the moment of data collection and period of its use. To be used in monitoring purposes, reported data must be given at least once in a year and, as a rule, not later than 2-3 months after the end of reporting period;
- Unicity: values of goal achievement should not impose an image of unity (a weighted total or a product) of several values characterizing the solution of particular ones relevant to this goal of the task. [2, p.10-11]

System of values obtained in the result is the balanced score card (BSC). When used in the process of management, it gives grounds for building-up managerial result-oriented procedures. Consequently, once used in a skillful way, BSC is a tool that gives new opportunities of effective public management. [2, p. 11]

Necessity of results monitoring is subjected to the fact that it will afford ground for minimizing the possibility of duplicating the same functions in the same subject of planning. It is also necessary for watching any particular potential defects and level of progress regarding the plan implementation, orienting onto the results of the previous work. Through this process, the possibility of similar errors is prevented. Monitoring is an effective way to improve efficiency owing to creation of necessary conditions for building up the fundament for achievement of the set goals.

Therefore, the concept of "result-based management" in such a way becomes a sovereign remedy for the struggle with the resource leak, corruption, inefficiency and bureaucracy of the public management system. Russian

researcher R. Vulphovich points out that in this concept, orientation on the final result and the community is strongly marked, when the product, defined on the ground of political goals and tasks, is the initial source of processing of all the information and decision-making. Which means, it is an imminent element of formation of a new budget concept? The author stresses the great significance of citizenry as partners of state institutions in the results achievement. Thus, orientation onto the community is a necessary value of this concept. [3]

In such a way, in an up-today understanding, "result-based management" has a range of characteristics which differs it from other forms of management. Firstly, while applying "result-based management", goals and tasks setting is compulsory as well as understanding of the expected result. "Result-based management" represents a full cycle of actions, which has stages of preparation planning, performance and evaluation. Secondly, the operational scheme is "goals – results" ratio and goal setting for the next time stipulates consideration of previous results. Thirdly, "result-based management", above of all, pays attention to what citizens, as partners of state institutions, want and prefer. Therefore, it creates a dialogue between the state and the society. [3]

Conclusion

As pointed out by many authors, a substantial element of the "result-based management" concept is orientation onto the citizenry as partners of state institutions in achieving results. That is why the key task for implementation of the given concept must be total elimination of old administrative-and-command concepts of management. This requires essential changes in legislation and carrying out reforms. It is worth noting that for the effective function of this concept development of balanced score card (BSC) is needed. For this, we need to look up to the experience of the USA where implementing of this approach gives the greatest result. Implementation of the given concept in Ukraine will make it possible to promote the level of public's trust in the government, improve the reporting level in state institutions, perfect the work of public

administration, upgrade public sector workers’ skills and create supportive environment for transparency and openness in administration.

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