

Секція: Економіка та управління національним господарством.

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**MONITORING METHODOLOGY THE QUALITY OF THE
ADMINISTRATIVE SERVICES PROVISION BY THE STATE AND
CENTERS OF ADMINISTRATIVE SERVICES PROVISION**

The implementation of the strategic course for European integration requires Ukraine to implement the principles of international quality management in public administration to ensure the effectiveness of public administration and the quality of administrative services, which is caused by the population's dissatisfaction with the low standard of living and low-quality services and, as a result, insufficient competitiveness of Ukraine among the international community. Despite the significant number of adopted normative legal acts and the attention of scientists regarding the standardization of the procedure for the provision of administrative services, the question of determining the procedure for assessing the quality of the provision of administrative services remains unresolved.

The current situation in the country requires the restructuring of the foundations of information activities and, above all, the creation of monitoring systems and an appropriate base that will ensure the management of complete, objective and up-to-date information for a competent, comprehensively balanced approach to preparation and decision-making at any level.

Foreign experience does not provide a single answer to the question of the optimal list of criteria for assessing the quality of public (or administrative) services. For example, in Canada, timeliness, professionalism, competence of employees, courtesy, comfort, fairness, and results were among the quality criteria. These criteria

primarily reflect consumer expectations. In Finland, it was proposed to evaluate public services according to such groups of criteria as management and personnel, procedures and structure of the body, quality and customer satisfaction, economy and efficiency, effectiveness. In this case, they proceed not only from the position of the consumer, but also from public interests [1].

To determine the degree of influence on the quality of the provision of administrative services of various factors involved in the provision of administrative services, it is advisable to carry out their systematic structuring and classification. In relation to the system of providing administrative services, factors are divided into internal (which take place in the system of providing services) and external factors that arise outside the scope of providing administrative services and have a positive or negative effect on the functioning of the system of providing administrative services.

Factors of modernization of civil service and service in local self-government bodies are gaining particular importance by improving the system of motivating employees, improving the monitoring of their activities, evaluating the indicators of its final results, the solution of which will significantly contribute to the improvement of the quality of public services provided by the authorities. The specified modernization should be carried out by bringing the state administration and civil service of Ukraine into compliance with the principles and practices of democratic governance.

The criteria listed above are static in nature. But it is extremely important to take into account the dynamics of improving the quality of service provision, which can be evaluated according to the criterion; existence of a program, measures to improve the organization of the provision of administrative services. The presence of sufficiently effective means of improving administrative procedures and encouraging employees of administrative bodies to improve their own activities.

In addition, modern scientific research has determined additional criteria for evaluating the quality of administrative services, such as: simplicity; efficiency; punctuality; equality; fair value; economy; efficiency of provision; compliance with the requirements of regulatory documents.

Indicators of the quality of the provision of administrative services form the

informational basis of monitoring. The form of the document used to collect information for monitoring is usually a questionnaire. Quality indicators, according to their values, are divided into two groups: quantitative and qualitative. Qualitative indicators are evaluated with the values «yes», «no» or on a point scale (for example: from 1 to 5).

Among the methodological approaches to monitoring, the most common is the study of the quality of administrative services and customer satisfaction with the level of service provision through sociological research among users of administrative services. The main goal of such research is to determine the expectations of service consumers, which become the basis for evaluating the quality of services and establishing the standards of work of administrative bodies that provide services. Non-governmental organizations play a significant role in this process .

When conducting sociological research, respondents are asked to answer clear questions to determine whether they are satisfied with the work of the body. These questions are formulated based on certain criteria and relevant indicators for assessing the quality of administrative services. Sufficiently presentable methodical approaches to monitoring the quality of the provision of administrative services are the methods proposed by the Center for Political and Legal Reforms, which are successfully used to evaluate the activities of both entities and centers for the provision of administrative services [2].

Among the relatively new approaches to assessing the quality of administrative services, the «Mystery Client» method stands out. This technique is well known in Western countries under the name «Mystery Client» and is widely used in marketing research to determine the level of service quality in the markets of consumer goods, banking and other services.

The «Mystery Client» method has a number of advantages compared to other consumer survey methods, including: the secrecy and surprise of the inspection allows one to assess the level of service of the entities applying for administrative services; the flexibility of the methodology creates opportunities for checking specific actions and areas of activity of personnel (managers, consultants, administrators, etc.); the

reality and character of the situations gives reason to evaluate the actions of the service personnel in practice; evaluation of staff work takes place from the point of view of the consumer, which is very important for the development of measures to improve the quality of administrative services [3].

Research technology using the «Mystery Client» method can be conditionally divided into three stages [3], each of which should contribute to the objectivity of the resulting assessments of the quality of the provision of administrative services. Each stage is presented in the form of successive steps.

At the first stage, the purpose and tasks of monitoring are formed, selection of service quality assessment criteria is carried out, a questionnaire is prepared, an expert (mystery client) work scenario is drawn up, secret clients are briefed, and the procedure for filling out the questionnaire is explained.

At the second stage, «direct monitoring» is implemented, during which information necessary for analysis is collected. The secret client visits the state authority that provides administrative services (center for the provision of administrative services), observes the operating conditions of the entity providing administrative services and the procedure for providing administrative services in accordance with the purpose, tasks of monitoring and the questionnaire.

At the third stage processing of monitoring results, their analysis and formulation of conclusions is taking place. Based on the results of the monitoring, recommendations are being developed aimed at improving the quality of the provision of administrative services in the National Center for Administrative Services and other entities providing administrative services.

The results of the analysis of the experience of assessing the quality of the provision of administrative services by bodies of executive power and local self-government revealed two main directions of organization and monitoring: monitoring by state bodies and non-state form of monitoring of the provision of administrative services. Initiators of the state form of monitoring can be central and local bodies of executive power, local self-government bodies as subjects of the provision of administrative services, as the central body of executive power responsible for

methodical, organizational and legal regulation of the system of providing administrative services in Ukraine. The non-state form of monitoring the provision of administrative services is carried out by public organizations both on their own initiative and on the initiative of administrative bodies – subjects of the provision of administrative services.

The main method of collecting information in the monitoring system is the preparation and filling of questionnaires. The content of the questions and indicators that make up the questionnaire depends on the purpose, tasks of monitoring and selected criteria for the quality of administrative services. Monitoring of the quality of the provision of administrative services is carried out in accordance with the decision (order) of the head of the executive body or local self-government body – the subject of the provision of administrative services, as well as the body that created the center for the provision of administrative services. When determining methodical approaches to assessing the quality of administrative services, it is proposed to use the recommendations of the World Alliance of Public Participation CIVICUS, according to which the following are the main tools for monitoring and evaluating public services: reports based on the results of a survey of interested parties; community monitoring and evaluation; report cards of citizens; system of community indicators; social audits.

References:

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