



THE IMPORTANCE OF MAINTAINING QUALITY STANDARDS IN PROVISION OF PUBLIC SERVICE

The Importance of Maintaining Quality Standards in Public Service Delivery

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SUMMARY

The study of this article aimed to show a brief history that has been happening over the years in public administration, the quality in the provision of services has become a fundamental tool for achieving the objectives of organization and the citizen.

Keyword: Quality Standard in the provision of services

ABSTRACT

The aim of this study was to present a brief historical overview of developments in public administration over the years, highlighting how service quality has become a fundamental tool for achieving both organizational and citizen-related goals.

Keywords: Quality Standards in Service Delivery

INTRODUCTION

Over the years, customer expectations have been changing in both the private and public sectors, and companies have sought to align their objectives with the needs of their customers. We currently live in the information age in which consumers are more aware of products and services offered, therefore the quality in the provision of services has become an essential tool for achieving organizational objectives in both the public and private sectors.

With the scrapping of essential services and the dissatisfaction of Brazilian citizens, there was the need for changes in the public sphere. Since 1990, public administration has been



seeking tools and processes to achieve quality in public services provided to citizens and to increase the country's competitiveness.

Therefore, this article aims to show a brief history of the evolution of public administration, in order to emphasize that the search for quality in the provision of services will bring countless benefits both for the organization and for the client-citizen.

Brief History of the Evolution of Quality in Public Administration Over the years, Public Administration has been undergoing a restructuring process. In 1990, to encourage the pursuit of quality and cost reduction, Collor launched the Brazilian Quality and Productivity Program - PBQP, whose objective was to support the modernization effort of Brazilian companies, through quality and productivity programming, in order to increase the competitiveness of goods and services produced in the country, so the program was aimed at private companies. (Paludo, 2016)

In 1991, the Quality and Productivity in Public Administration subprogram was created, aimed at the public sector. The objective was to raise awareness of quality in public services, with an emphasis on tools and process improvements focused on user satisfaction. Also in 1991, the Foundation for the National Quality Award – FNQ was created to award prizes. The objective of the Program was to stimulate and support Brazilian organizations in the development and evolution of their management, through the dissemination of the foundations and Criteria of Excellence. The first award was in the private sector in 1992, and in the public sector in 1998. (Paludo, 2016)

After several attempts to reduce bureaucracy and modernize the public sector, the Master Plan for the Reform of the State Apparatus was created in 1995. The plan presented two programs as instruments for managing quality and improving practices in the Federal Public Administration: the Quality and Participation Program and the Restructuring and Quality Program for Ministries. According to (Paludo, 2016), the Quality and Participation Program in Public Administration was established in 1996 and aimed to modernize public management with an emphasis on the principles of quality and employee participation from the operational to the strategic level. The program sought to introduce public management techniques and concepts aimed at improving performance, reducing errors, and employee participation in work processes to achieve higher quality services. (Paludo, 2016).

For Paludo (2016, p. 247) the general objectives of the Quality and Participation Program were as follows:

Contribute to improving the quality of public services by institutionalizing its principles, with an emphasis on employee participation; support the process of changing from a bureaucratic culture to a managerial culture by strengthening delegation, citizen service, rationality in the way of clearly defining objectives, employee motivation and monitoring results. The QPAP program had the following principles: customer satisfaction; involvement of all employees; participatory management; process management; valuing public employees, constancy of purpose; and continuous improvement.



The Ministries Restructuring and Quality program was created with the aim of promoting the readjustment of administrative structures, and was therefore considered a critical factor for the success of the State Management Reform.

For Paludo (2016, p. 248) "The programs implemented in the Ministries had a strategic committee, composed of authorities responsible for strategic planning and a Technical Support group responsible for advising the committee".

According to Paludo (2016, p. 248) the proposed methodology predicted the development of four major products, as Bresser-Pereira states:

- ☐ Establishment of a reference framework for examination and identification of government objectives. This is to delimit the scope and nature of the changes to be implemented; The proposal of an ☐ organizational arrangement, taking into account the Ministry as a whole, its bodies and related entities. It is at this moment that the mission, the vision of the sector's future and the strategic objectives are formulated. This is also where functions are identified and distributed among organizations in the sector; consequently, the best organizational structure can be chosen in each case;
- ☐ Assessment of the management model - the level of service and management excellence criteria;
- ☐ The formulation of a Management Restructuring and Improvement Plan that is drawn up specifically for the Ministry, and that reflects all the decisions taken in the previous steps.

In 1999, the Public Service Quality Program (PQSP) emerged, which advocated a new culture within the Government, its focus was on the user-citizen, results from innovation of management instruments and interaction of all employees without highlighting positions, aiming only at continuous improvement in the provision of services. (Paludo,

2016)

For Paludo (2016, p. 248) The main purposes of the PQSP:

- ☐ Improved Management and focus on results, notably those related to satisfaction citizen as a user of public services and recipient of State action.
- ☐ Its main mission was to implement public management by results in Public Administration. Brazilian, with a view to transforming the public sector for the benefit of citizens.
- ☐ General Objectives: 1. To support public organizations in the process of managerial transformation, with an emphasis on producing positive results for society, optimizing operational costs, motivating and participating employees, delegating rationality in the way of doing things, clearly defining objectives and monitoring results; 2. To promote social control. For Paludo (2016, p. 249). "The performance of the Service Quality Program



Public was subdivided into: Quality of Service; Mobilization of Brazilian Public Organizations; Management Assessment and Improvement.”

In 2005, the National Public Management and Debureaucratization Program was implemented - GesPública through Decree No. 5,378. This program is the result of the historical evolution of initiative of the Federal Government to promote public management par excellence, with the following main characteristics: being essentially public, being contemporary, being focused on provision of results for society and being federative. (Paludo, 2016).

According to Paludo (2016, p. 249), GesPública's mission was to promote excellence in public management, with the following purpose:

contribute to improving the quality of public services provided to citizens, aiming to increase the country's competitiveness; and has the following objectives: Eliminate the institutional deficit, aiming to fully meet the constitutional powers of the Federal Executive Branch;

Promote Governance, increasing the capacity to formulate, implement and evaluate public policies; Promote efficiency, through better use of resources, in relation to the results of public action;

Ensure the effectiveness and efficacy of government action, promoting the adequacy between means, actions, impacts and results; Promote democratic, participatory, transparent and ethical management.

According to (Paludo, 2016), in 2014 the GesPública program underwent a revitalization process in order to strengthen public management, based on the Public Management Excellence Model, using some instruments and technologies to promote improvements in quality management and results. The instruments used were the following: Self-assessment; service charter; satisfaction survey standard; process management guide; simplification guide; and management indicators.

2.2 - Conceptualization of Quality within organizations Quality is linked to the perceptions of each individual and various factors such as culture, product or service provided within organizations, whether public or private.

In the view of (Paludo, 2016) After the management reform of 1995, the idea of quality was defined as the "satisfaction of the needs and expectations of the user-citizen": if he/she is satisfied, it is a sign that the services were provided with quality; if not, the services must be improved. Therefore, it is not "simply the presence or absence of some property or defect" that characterizes the quality in public service, but the satisfactory service of citizens.

For Chiavenato (2005, p. 546), "Quality is defined as the ability to meet customer needs at all times."

According to Chiavenato (2005, p. 544), "The quality chain is a way in which each employee or worker tries to improve their work to satisfy the internal customer and tries to communicate to the internal supplier what their requirements are".



According to Chiavenato (2005, p. 546), "Quality is, above all, a state of mind that reigns within the organization. It requires people's commitment to excellence."

For Marianella Fadel and Regis Filho (2009, apud PALUDO, 2016, p. 245)

Both quality and the citizen-user are broad terms. Quality is defined by the customer and transcends the parameters of the products, including aspects related to the environment and human relations. The quality function and the term customer must be understood in a comprehensive way and must also be extended to relations professional, social and family.

In Carpinetti's view (2008, p. 5): quality has been changing its concept. The concept of quality has also evolved over the decades. Until the early 1950s, product quality was understood as synonymous with technical perfection. In other words, the result of a project and manufacturing that gave technical perfection to the product.

As argued by Paludo (2016, p. 242), the concept of quality in the view of private organizations has been changing because it was seen as a set of procedures to detect deviations from the technical specifications of a product or service, that is, a "defect-free" product was seen as a quality product. In the view of José Vital (2003, apud PALUDO, 2016, p. 242), the term quality is materialized through actions and procedures in tune with the restructuring of its productive universe, in dispute for markets, economic segments and customers, for increased productivity, reduced costs and

increase in the rate of profit.

2.3 – Quality as an essential tool

Quality has become one of the essential tools to achieve goals organizational. According to Paludo (2016, p. 242) quality has two approaches: Results and Costs. Results focus on product quality, satisfaction of customer needs and profit for the organization, costs are the absence of errors or defects.

According to (Paludo, 2016), in addition to customer-citizen satisfaction, quality in Public Administration aims to reduce costs and continuously improve processes. In the context of Pdrael, quality has its practical center of action in the process, and includes: the clear definition of customers (internal or external) and expected results; the generation of performance indicators; and the constant concern to do things right the first time, involving all employees with the commitment to satisfy the customer.

For Marianella Fadel and Regis Filho (2009, apud PALUDO, 2016, p. 246), "the key to ensuring good service quality is obtained when customers' perceptions exceed their expectations". The importance of detecting excellence in service quality is not enough; a continuous process of monitoring customer demands regarding service quality is necessary; if necessary, appropriate mechanisms for improvement should be adopted.

According to Schermerhorn (2007, p. 81), "The search for quality is closely linked to the emphasis on continuous improvement - always looking for new ways to improve current performance".

For Paludo (2016, p. 242): "Quality evolves towards the vision of customer satisfaction, and today it is defined as total quality, whose main focus of actions is the customer. Total quality is the "totality of characteristics of an entity (organization, product, process, etc.) that give it the ability to satisfy the explicit and implicit needs of citizens" (ISO 9000).

In this context, quality puts the customer, their preferences and satisfaction first, and pushes the interests of the organization into the background. Thus, products and services must have quality to satisfy customers' needs and, if possible, exceed their needs. expectations.

Total quality, then, represents the pursuit of customer satisfaction and that of all other stakeholders, and the pursuit of organizational excellence through synergistic action in which the whole surpasses the sum of the parts.

For Marcelo Coutinho (2000, apud PALUDO, 2016, p. 245), management reform uses "innovation" in the service of quality. Information technology will be present as the means of enabling benefits, making it possible to achieve agility, convenience and improvement in general.

The quality of services is perceptible in an objectively tangible or subjectively intangible way. Tangible can be verified through the physical aspect of the place such as: structure; equipment and appropriate clothing of people. The intangible is through treatment such as: courtesy, friendliness, readiness and agility. This duality of qualitative evaluation results in the difficulty in standardizing services and objectively defining quality indicators since citizen-clients are different and react in different ways; service may be seen as quality to one client and not to another. According to (PALUDO, 2016).

One of the most commonly used ways to measure the quality of service is the satisfaction survey or complaints and suggestions box.

For Paludo (2016, p. 245), In order to evaluate the service provided, a satisfaction survey is essential, or at least a "suggestion box" to be used to improve services, and there must be a certain administrative flexibility to adapt services to the new demands of the citizen - user.

For Lorigados, Lima; Sanchez (2003, apud PALUDO, 2016, p. 246)

To promote improvements in public service, the following must be taken into account: user the reduction of response time to a request made by the user; the inclusion of aspects: preferences, through surveys with them; the simplification of procedures; the reduction of errors; the reduction of costs."

2.3 Norms and standardization to serve the various areas of Society

These standardization standards were created to standardize and serve the various areas of activity with the aim of quality, safety, reliability, efficiency, and interchangeability. as well as environmental respect – and all this at an economic cost.



Standards have an impactful and positive contribution to most aspects of our lives. When they are absent, we quickly notice. There are countless benefits that standardization brings to society, even if it is not aware of them.

from that.

According to Paludo (2016, p. 243), in 1947, the ISO (International Organization for Standardization) standards were created in Switzerland, which seek to develop standards for specifications and work methods in the most diverse areas of society, except in the electronics sector. In Brazil, the ABNT (Brazilian Association of Technical Standards) standards were created, which seeks to promote the development of standardization and related activities, aiming to facilitate the international trade of goods and services.

Over the years, these standards must be reviewed and adapted to the requirements of the areas of activity. ISO standards must be reviewed every five years. The 9000 series is the one that directly refers to the quality management system of companies. The main objective of the standards is to increase customer satisfaction through continuous improvement processes, so ISO standards do not guarantee quality; they certify "processes" that ensure that products manufactured according to this process will have the same characteristics and the same quality standard. (Paludo, 2016)

FINAL CONSIDERATIONS

This article aimed to analyze the importance of maintaining quality standards in the provision of public services. During the research, it was observed that the public administration has sought to reduce bureaucracy and has been trying to modernize the public sector to better meet the demands of the citizen-client.

The search for quality standards is a tool that will always need to be developed because citizen-customers will always have a high level of expectation regarding the products or service offered, that is, it is an ongoing process that will always seek new ways to improve current performance.

Quality in the provision of services is not based solely on customer-citizen satisfaction; therefore, it seeks to reduce costs and continuously improve processes. In order to maintain and assess quality standards, companies have sought to adapt and standardize certification standards in order to guarantee quality, safety, reliability, efficiency, interchangeability, as well as environmental respect – and all this at an economic cost.

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