



Beyond Consulting

partnership in special projects

Tomasz Domański

TQM IN MUNICIPALITY

quality management in public administration

training

One of the most important goals of the political changes, that took place in our country at the end of the 20th century, was to build an independent, efficient self-government administration and public services caring for the needs of the inhabitants of communes (municipalities) as part of their own and commissioned tasks. Regardless of time and place, residents of self-governing communities always expect high-quality public services, offered at the lowest possible prices. Prices, on the other hand, depend on many cost factors, which are controlled to a greater or lesser extent by local authorities and administration.

Exceptionally, one of the costs fully dependent on the municipal authorities is the quality of management. Consistent implementation of professional methods of organization and management is one of the most effective ways to reduce the operating costs of public administration and to achieve satisfaction for both – residents of the municipality and local government employees.

Implementing the principles and techniques of TQM (*Total Quality Management*) in daily local government practice should become a permanent, repeatable ritual as part of developing a municipal quality management system (regardless of ISO). Acquiring knowledge and skills within the TQM system should be one of the important tasks of the leaders of local public life and the management of municipal organizational units. TQM should be practiced at every workplace, because the quality of public services is the sum of the quality of the effects of individual tasks.

Achieving high efficiency of the functioning of the commune administration and services requires genuine commitment of the councilors and the mayor, good organization of work, constant striving to achieve good results faster and cheaper, as well as patience and periodic comparison of one's own achievements with the best practices in a given field of activity. TQM is not only a set of principles and techniques, but above all, a philosophy that should shape the organizational culture of the commune, based on fundamental ethical standards and the ethos of work in the service of society.

Objectives of the training

Introduction to the issues of comprehensive improvement of the quality of management in public administration, with particular emphasis on local government units, as well as the presentation of several useful techniques to support decision-making processes. Presentation of the TQM system on examples of the functioning of public and private organizational structures, as proof that quality management systems can be equally, successfully implemented in both these sectors. Demonstration that, regardless of the different conditions of functioning of private and public organizations, each of them is subject to the same rules in the field of management organization.

Form of training	Duration	Working methods
Open or closed	1 or 2 days (8 or 16 hours)	Lectures and workshops

Training program

Lectures

- Traditional and modern management methods
- Philosophy and techniques of TQM vs. ISO standards
- Basic features of the TQM system
- Building a quality system
- Improving the work process
- Constant improvement of the quality of the organization's functioning
- Orientation to customer needs
- Promoting teamwork
- Leadership vs directing
- Vertical and horizontal communication
- Assessment of the quality of public services
- Implementation of TQM in the commune
- Selected TQM techniques
- Standardization of quality systems
- Ethics in public service

Workshops

- Target Tree Analysis and Chart
- Force field analysis
- Cause and effect analysis
- Analyzing and modeling operating processes
- Modeling workflow diagrams
- Brainstorm
- Delphi method
- Nominal Group Technique

Expected effects of the training

- Assimilation of basic concepts in the field of TQM
- Understanding the essence of the TQM philosophy
- Distinguishing the TQM system from the standardized ISO system
- Getting to know the principles of building a TQM system in municipal organizational units
- Learn how to methodically approach problem solving
- Getting to know the basic set of TQM techniques
- Getting to know the principles of measuring the quality of public services
- Raising awareness of the relationship between public administration and its environment
- Getting to know the professional principles of teamwork organization
- Awareness of the roles of leaders in the management structure of the municipality
- Distinguishing the roles of leaders from managerial functions

