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**PREMISES FOR APPLYING OF THE PROCESS MAPPING IN
SELFGOVERNMENT IN SLOVAKIA**

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Abstract

The article gives attention to the process as a set of activities for the functioning of municipal organisation. The analysis of the process is essential for its successful management. Communication tool of the management are process maps that combine various processes. The article makes for into the evaluation process

analysis and recommendations. At the end ultimately create a graph according to the maturity of process management in self-government.

Key words

Process, process mapping, self-government, inputs, outputs

JEL Classification: H8, H83

Introduction

The continuous development of engineering and technology, but also organizational structure within the European Union creates pressure to change the functioning and thus the management of public administration in Slovakia. The attention should be paid to it, because any change means initiating event, which may subsequently affect the competitiveness, or may not affect at all, the status of public administration. A new look at the functioning of public administration - with emphasis on autonomy enables process management, which includes the mapping process.

In the presented article, we focus on this area in selected local government offices in Slovakia.

Process and its mapping

There are many definitions of the process, we are going to choose the definition of the real local government. The process is a set of interrelated, respectively, interacting activities which indicate the added value of input and converts them to outputs [Grasseová, et al., 2008, p.7]. Inputs always represent defined input variables and outputs are the result of procedural activities. The output of the result is in the form of a product or service. Progress of the process is introduced in the picture no.1



Picture No. 1: The process flow

Source: based on Grasseová, et al. (2008, p. 7)

The process has a defined beginning, ongoing activity, ending and links to other processes. [Belajová - Balažová, 2004, p. 12]. The outputs are required to compare: real, versus required. In terms of achieving, rational results and the satisfaction of the citizens' clients, it is necessary to manage the processes. A key tool for understanding of the processes is during their mapping. Processing maps give a comprehensive overview of the process and they mainly show it in relation to one another. Process mapping is a communication tool of the process management [Fiala - Ministr, 2003, p.89]. Processing map provides a description of the processes, inputs, outputs, and also the parameters by which processes are monitored. Process mapping is described by the links with various configurations, as defined activities.

It can be defined closer by the following points:

- understanding of the process by creating a map, that graphically illustrates the activity in the process,
- internal hierarchy and the structure of the subdivisions by relevance and purpose,
- regular evaluation and recording of the decisions, but also the financial aspect - the cost.

In procedural mapping we try to find out particularly the following:

- aim of process, its products and to whom they are intended
- where and by what the process begins and ends,
- which processes are interlinked and how they are interrelated,
- progress of basic sub-processes and activities,
- division by which process is taking place,
- inputs which are consumed by the process (including IT),
- inputs and outputs of each activity,
- responsibility for the activities, processes and subprocesses.

Process map shows the input-output relationship of processes, activities and services. Using the sequence of process steps, the documented activities are necessary for transformation of the inputs into outputs [Fiala – Ministr, 2003, p. 12]. Using process mapping it is possible to identify critical interface timing overlap of the subprocesses, or weaknesses, illogical, missing, or redundant steps. Process map allows you to document and understand not only the current process, but its subsequent detailed analysis, made especially for shortcomings; followed by the implementation of new activities, process steps and proposed solutions, or the removal of redundant or inefficient process steps and actions. We can develop a new procedural map, which will serve as a reference for that particular branch. Process map can basically create and change the owner of the process, which can be either an individual or a specified work team. Key points of the mapping process by Fiala and Ministr (2003) are:

- graphical representation of elements (objects, information) and activities (manual or automatic) - purpose is correct a clear representation,
- the process map should be clear what action the system implemented on the basis of how the system is designed,
- process map should be consistent and hierarchical - the main activities at the highest level and detail at lower levels,
- recording of all decisions and regular evaluation of the development process map.

With the concept mapping process, which can be generally identified as an essential element in the transition from strategic to operational, we meet as in the private sector, as well as in public administration. Basically, it has been transformed into real life what the legislator or

the legislature, or management set as desired condition to occur and the role of individual organizations, branches and its staff, followed by operational necessary steps to ensure that this generally formulated desired state is possible to apply and implement practically. [Denhardt - Denhardt, 2007, p. 35] In particular, the creation of clear and precise process maps is generally used for graphical display. In contrast to the verbal description, it is more formal and is more likely, that the process will be understood by several different individuals or work teams as well. The basic elements of each model / process map is a process, activity, initiative and binding / continuity [Ráková, 2006, p. 12]. There are several graphical representations and related methodologies. We are not just talking about single operating formats, but also about the sequence of procedural activities with a high degree of repeatability, where operativity foresees specific activities of specific situations, while not forgetting that it is not possible to accurately map and describe every situation that may arise. For this reason, it is important to have operational powers to be able to decide in specific situations, and apply the best possible solution for final-customer services and at the same time respecting the conditions of the legislator, respectively legislature. This flexibility of decisions in terms of efficiency, is particularly important, since it implies that, that by maintaining an appropriate degree of decision-making in a given situation it will be allowed to make more efficient, faster and better decision and avoid the impasse in which the employee did not know what to do, or whether not to perform the act, because the process has not assumed it.

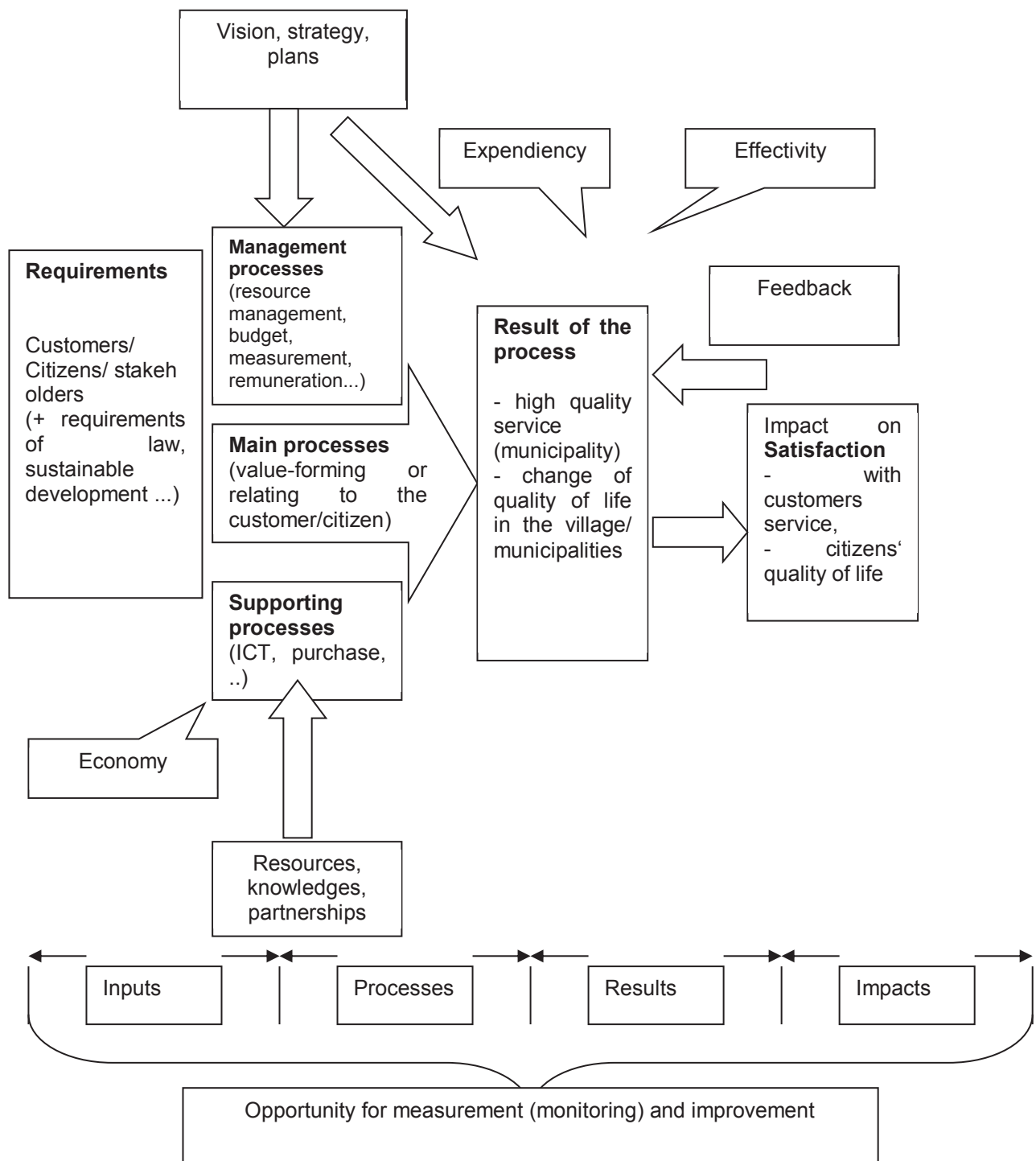
Example of a process map of all kinds of processes in local government is in the picture no.2.

Process map divides processes:

1. management, that are creating the conditions for the operation of other processes and for the development of the organization;
2. the key (key processes) that generate power and values mainly in the form of services and contribute to the fulfillment of the mission of the organization;
3. support (operating processes) that provide the conditions for the functioning of the main process.

Process mapping is one of the most important stages of the implementation of process management of the organization. From the process management it is expected to improve the functioning of organizations (according to Grasseová and Smid) in the areas of:

- Management of the organization through performance of monitoring processes, mainly focused on the needs of the client
- Informatization, there should be a more flexible transition to e-government in accordance with the requirements of the European Union, what presupposes a clear definition and description of the processes
- Personnel, this means creating better links between the motivation for responsibility process, which requires permanent monitoring.



Process map of all kinds of processes in local government in the picture no.2.
Source: Půček, p. 74 (2005)

The introduction of process management is not yet systematic in public administration in Slovakia. Several cities have introduced and implemented in its business process management

(eg. Martin, Bratislava, Prešov, Revúca, Malina). Several general surveys of previous years speak of a lack of knowledge of government employees on process management, which is the first obstacle to a step in this direction.

Material and methods

Analysis of the processes of selected municipalities has been transferred in the form of a questionnaire. The questionnaire consisted of 24 questions to which respondents could answer in the three cases in the form of yes or no, in other questions, scale ranging: from strongly agree, agree, I cannot disagree, and completely disagree.

We realised the survey among selected government employees.

Table. 1 List of selected municipal offices

	List of selected municipal offices
1.	Local office Košice Juh
2.	Local office Košice Západ
3.	Local office Košice Staré Mesto
4.	District office Košice
5.	Register office Rožňava
6.	Local office Bratislava Ružinov
7.	Local office Bratislava Karlova Ves
8.	Local office Bratislava Nové Mesto
9.	Local office Banská Bystrica

Source: own processing

Table. 2 The most important data of the respondents in the public sector

Questionnaire's title	Working processes / procedures in public administration
Number of questions	24
Frequently referred length of work experience in the field	More than 10 years
Number of sent questionnaires	356
Number of replies	328
Number of replies in%	92%
The average age	45,7
Range - age	22 – 65

Source: own processing

The structure of the questions was focused on:

- content site of the working process - the procedure,
- possibility to influence the processes or procedures,
- improving of the procedures arbitrarily,
- optimization of processes in terms of trends,
- ISO certification and their use in the work,
- continuity of work processes,
- knowledge and skills of workers on the labor force,
- access to new information in the field.

Results

Analysis of Processes in Selected Municipalities in Slovakia

In the operational work, we have found a major amount of women, 70% versus 30% of the responses of men. Most of them work in the field of public administration for over 10 years and all interviewees were well oriented in the sense of processes and workflows.

Furthermore, 68% of respondents stated that they have the opportunity to actively influence the creation of processes and in their work actively using the ISO standard. 52% of the interviewed staff has the opportunity to actively work to change the work process or the procedure and they are motivated by its streamlining, which means that half of all workers are forced to accept work practices in accordance with the instructions and perform the activity without creativity. A negative answer was to the question of the better assessment in the case of induction of positive change in the process (procedures). Most of those surveyed according to the response has good access to information and actively use them, although not directly result in a change process.

The above facts can be summarized as follows:

- administration, the public administration female-dominated, the reason is the low remuneration compared with business, elected officials are mostly men, frequent changes of managers related to elections and are politically motivated, often causing lack of experts in the field,
- most well-working staff is underrated, psychological burden is not taken into account especially among first contact employees and especially in social affairs department staff (nursing services). This argument indicates the high average age of employees (45.7 years), younger more adaptable are working in private companies with a significantly higher valuation.

Based on respondents' answers, we can conclude that our belief had been confirmed that an individual employee in the public administration do not have possibility and conditions to actively create new business processes, conduct their changes, optimize them and improve their efficiency. It pointed out in particular, that government employees are limited mainly by legislation - the standards and laws in their daily work must be respected and followed.

It should be noted that the legislation often regulates particularly state, that should occur not way in which it should be carried out via public authorities. Here, in our view, there occurs the possibility of applying of the process mapping, optimizing and streamlining mainly of the operational activities and processes of public administration. As we mentioned at the beginning, that the process management is expected to improve the operation efficiency of processes, the first step is personnel literacy and motivation of employees, who are executors of these processes.

Conclusion

The quality and efficiency of service provision by public authorities in Slovakia is 22 years after the fall of the totalitarian regime still insufficient and Government must urgently take a number of measures to ensure that their activities are beginning to be carried out efficiently and in accordance with the interests of the ultimate consumers - citizens. Improving service quality, simplifying procedures, making them quicker, easier and making

more simple to access the necessary information, the introduction of an electronic signature, the possibility of accelerated procedure for surcharge, consultations and so. "End to end" approach is only in selected areas, where government must optimize their processes as inwardly, as well as outwardly. As in the public service it is an individual (employee) who is limited by legislation and this modifies the condition to occur, and there is no way to be implemented, there will be the possibility of applying the mapping process in terms of achieving the necessary changes - right here.

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