

MAGAZINE INCAING**ISSN 2448 9131**

Implementation of the function of Quality Management in the Local Government of Caimito.

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With the presentation of a proposal for a quality management body at the territorial level, several actions have been carried out in the territory of Caimito. The objective of this paper is to present the advances in the implementation of the function of a Quality Management System in the Municipal Administration of Caimito, Artemisa province, Cuba.

Keywords.

Implementation, Management, Quality, Local Government

IMPLEMENTATION OF THE FUNCTION OF A QUALITY MANAGEMENT SYSTEM IN THE LOCAL GOVERNMENT OF CAIMITO

Abstract.

With the presentation of a proposal from a quality management body at the territorial level, several actions have been carried out in the territory of Caimito. The objective of this work is to present the advances in the implementation of the function of a Quality Management System in the Municipal Administration of Caimito, Artemisa province, Cuba.

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Execution, Behavior, Quality, Local guidance

I. INTRODUCTION

One of the great challenges facing societies today is the need to develop and maintain the trust of citizens in their governments and institutions, so the objective of this work is the implementation of the function of Quality Management in the town of Caimito as part of a strategic decision that can help improve the performance of the locality "see [1]". and increase customer satisfaction with risk-based thinking "see [1]".

II. CONTENT DEVELOPMENT

Mission, specific functions, structure and the attributions and obligations of the positions for the quality activity in the local administrations.

The functional (experimental) group, for the work of Quality, in the local administration, has the MISSION of Directing compliance with the Policy of Standardization, Metrology, Quality and Reditación (NMC-A) in the territory. To fulfill this mission, it has the following specific functions: to direct compliance with the provisions, activities and measures, aimed at achieving the quality objectives determined in the territory, based on of the approved Policy and exercise the rectory of the joint work in the local administration, to define the goals and indicators of Quality in the territory and propose them to the approval of the Council of the Local Administration.

To develop research on the performance of the activity of Quality in the local administration, starting from the formation of a Functional Group to fulfill the mission and the specific functions proposed. This team is made up of 3 positions, the Chief for ensure the direction and compliance with the work procedures to be established, a specialist based on the attributions and obligations associated with the activities of NMC-A and a specialist in charge of the attributions and obligations associated with the implementation and systematic improvement of the Quality Management System, "see [2]". For these positions, attributions and obligations were developed for the quality activity in the local administration.

Mission, vision and quality policy.

The mission of the S.G.C for a good government in the town of Caimito is: To fulfill the functions of

State character assigned for the exercise of government in the territory, as well as directing the economic, production and service entities of their level of subordination, with the purpose of satisfying the economic, health, education needs, culture, sport, recreation and other services of the community. It reports its management to the corresponding Municipal Assembly of People's Power and acts for the benefit of the interests of local society.

The vision is "To be leaders in the fulfillment of the functions of government in the territory, guaranteeing institutional economic development, sustainable development, inclusive social development and sustainable environmental development" and;

The quality policy: "It is the policy of the Municipal Administration of Caimito to satisfy the needs of the economy, health, assistance, educational, cultural, sports and recreational of the community of the territory, as well as to carry out the tasks related to prevention and social care, effectively complying with the requirements of the client / citizen, the applicable laws and regulations, with deep respect for institutional economic development, sustainable development, inclusive development and sustainable environmental development", "see [1]".

Indicators of the S.G.C.

To measure the effectiveness in the work of the territory and taking into account the objectives of the local government of Caimito, indicators were developed as a government evaluation tool for the integral management of quality, for the directorates of sport, education, culture, health, trade and gastronomy; and the Basic Business Unit of Comunales "see [3]".

Each of these indicators was developed with the participation of a representative of the S.G.C. in these directions and complying with the measurement criteria of ISO/FDIS 18091:201 "see [2]". These indicators reflect the operational processes of the government (axes): Institutional Development for good governance, Sustainable Economic Development, Inclusive Social Development and Sustainable Environmental Development, with a total of 106 indicators.

In the first axis, Institutional Development for Good Governance, 34 indicators were developed divided into sub-indicators, 1.1 Indicator: Compliance with the NMC-A Policy and the AI Policy with 11 indicators, 1.2 Indicator: Level of satisfaction of the citizens with 2 indicators, 1.3 Indicator: Integral Quality Management with 2 indicators, 1.4 Indicator: Professionalization of public services with 6 indicators, 1.5 Indicator: Quality of emergency services / Resilience with 8 indicators, 1.6 Indicator: Citizen participation with 5 indicators; in the second axis Economic development

6 sub-indicators were developed, the 2.1 Indicator: Innovation and competitiveness with 1 indicator, the Indicator: Food security with 3 indicators, the 2.3 with 2 indicators; in the third axis Inclusive Social Development, 49 sub-indicators were developed, 3.1 Indicator: Quality of public health services/ Promotion of good health and well-being/Social assistance with 6 indicators, 3.2 Indicator: Quality of public education services/Technical training and professional, continuing education and life skills with 5 indicators, 3.3 Indicator: Quality of care for people with disabilities, at-risk and vulnerable population with 3 indicators, 3.4 Indicator: Protection, inclusion and development of children, youth and the elderly with 4 indicators, 3.5 Indicator: Quality of public cultural services with 8 indicators, 3.6 Indicator: Quality of public sports services with 5 indicators, 3.7 Indicator: Quality and sustainability of services communal with 12 indicators and 3.8 Indicator: Quality and sustainability of gastronomic services with 6 indicators; in the fourth axis Sustainable environmental development 17 sub-indicators were developed, 4.1 Indicator: Air quality with 2 indicators, 4.2 Indicator: Waste with 6 indicators, 4.3 Indicator: Clean water, sanitation and wastewater with 6 indicators and 4.4 Indicator: Actions for climate change and environmental education with 3 indicators.

General Procedure for the issuance and control of the information of the S.G.C.

A procedure was developed for all the documentation generated by the S.G.C, which includes the model records of all the documentation of internal origin of the S.G.C., as well as the form and format for the instructions and reports. This also includes code, revisions, date, type of document, origin, among other information.

This procedure guarantees uniformity in the information, control and transparency in the documentation that is generated in the addresses and in the Municipal Administration of the territory.

Quality Committee

Quality committees are made up of a group of people who do similar work and who meet regularly in or near their area of work to identify, analyse and solve quality-related problems. Quality committees are fundamentally aimed at solving the problems of low quality and high rejection. The use of quality committees also leads to an increase in labour productivity and a decrease in costs.

Among its functions is to evaluate the progress of the implementation of the NMC-A policy established and develops the necessary corrective actions in the territory, analyze the application of the quality commitment contracted and the fulfillment of the quality objectives in the management bodies and subordinate entities, identify together with the CAM the external and internal factors that impact on its purpose and strategic direction, analyze the fulfillment of the quality indicators in management bodies and subordinate entities whose products and services guarantee the quality of the goods and services they produce in the territory, analyse the results of the management bodies and subordinate entities of the evaluation of citizen satisfaction and develops the corresponding corrective actions, evaluate the results of monitoring and measurement activities (inspections, audits, controls) and the behaviour of products and services; as well as the effectiveness of the corrective and preventive actions taken.

The Quality Committee is composed of the Intendant, as the maximum responsible for the implementation of Quality Management in Local Government, the three members of the functional group and a representative of each of the addresses of the management bodies, whose mission is ensure compliance with quality objectives and indicators through monitoring, measurement, analysis and evaluation of performance, taking actions that allow the improvement of the level of the services provided to citizens and the elimination of non-conformities presented.

Manual of Good Practices

The Manual of Good Quality Practices (MBP) is result of the project "The Quality Management of the public services, gastronomy and the trade of the Local Governments" led by the National Office of Standardization (ONN) y the Center of Management y Development of the Quality (CGDC) , with the byticipación of the Municipal Administration of Caimito (AMC), and the Commission Permanent for the Implementation y Development (CPID), aimed at strengthening control and attention of the Administration Municipal of Caimito/Artemisa in the activities of NormaliOrganization Metrology y Quality towards the management Economic y social of the territory.

The Manual establishes a framework of Good Quality Practices in relations with the citizen for all services and products that meet the needs of the economy, health, educational, cultural, sports and recreational of the community of the territory, directed by the AMC. Describe the structure

AMC's organizational, mission, vision, context and relevant stakeholders, commitment to quality, roles, responsibilities and authorities in the AMC regarding quality, citizen approach, processes, performance evaluation and continuous improvement of the activities of quality.

Hhas been elaborated taking into consideration some elements of the NC ISO 18091:2018 "Quality management systems. Guidelines for the application of ISO 9001 in local government" and aims to guide how to implement the quality functionand inthe medium term the Quality Management System (QMS) in the AMC. The application of this standard provides advantages for the implementation of a QMS based on ISO 9001:2015 "Quality Management System. Requirements", by considering the particularities of the municipalities in order to meet the needs and expectations of their citizens, improving the quality of the services provided, and also constitutes a tool useful to meet the Sustainable Development Goals (SDGs) established by the United Nations (UN) and that fall within the competence of local governments.

The Good Quality Practices for the local government of Caimito are based on the following principles of quality management: Citizen approach: Local government exists to serve its customers/citizens, therefore, the needs and expectations of these are priority in the plans and AMC programs; Leadership: The Mayor must create a vision and provide guidance to all involved to achieve the objectives and goals that meet the needs and expectations of citizens; People engagement: AMC managers, specialists, technicians and operators should be involved in local government processes, including voluntary participation and citizens participating in local government activities. Committed individuals are considered public servants and are fully involved and emotionally attached to the organization, its goals and objectives. They work with enthusiasm and take pride in their work. This principle envisages ensuring a high level of motivation on an ongoing basis; Process approach: The logical framework and results approach in a local government should be based on processes that describe elements such as its long-term vision and plans, and even the daily activities of local government areas; Improvement: It is essential for local government to maintain its performance and look for new opportunities to improve its processes and improve the satisfaction of its customers/citizens; Evidence-based decision making: The use of evidence and data analysis should provide the basis for improving quality management and its processes; Relationship Management: Local Government Should Lend

attention to how it relates to customers/citizens, external suppliers and partners, and to their horizontal and vertical relationships.

Quality Planning

In compliance with Resolution No. 60/2011 Internal Control Standards of the Office of the Comptroller General of the Republic of Cuba (CGR), the risks associated with each activity/process are systematically identified, analyzed and evaluated, as established in Procedure PG-023 Classified Information, and which have an impact on the fulfillment of the AMC's work and strategic objectives. The results are recorded in the Risk Prevention Plan by management, management bodies and in the General Risk Prevention Plan of the Administration.

The Intendant defines the Commitment to quality that is materialized through the execution of the actions of the NMC-A Implementation Programs and safety.

The Annual Work Objectives include quality objectives, which are deployed at all levels and functions of the administration and are specified in the fulfillment of work plans by areas and individuals. The evaluation of the fulfillment of the objectives is included in the Minutes of the Council of the Municipal Administration.

Communication

The AMC maintains internal and external communication with its relevant stakeholders, has determined channels to carry it out.

The Computer Security Plan of the AMC will be strictly complied with by all personnel who have access to the ICT of the Municipal Administration. They develop upwards and downwards.

Internal communication is carried out through meetings, monthly and weekly remarks, murals, via telephone.

Communication with citizens is carried out in different ways: through the Portal of the Citizen of Caimito, the area of attention to the population, by feedback with the Assembly Municipal and the surveys carried out by the different services provided.

Human Resources

For the management of human resources, the AMC has the procedures required to enforce current legislation in this area and achieve optimal use of them.

The job designs for each of the positions are defined, which serve as input elements for the selection and evaluation of performance.

of specialists and officials. These are reviewed and updated as often as necessary, according to changes in the AMC environment.

Annually, a Training Program is developed for public servants, with a view to maintaining their skills or raising them, according to the result of the determination of training needs. Standardization, metrology, quality and food safety are topics that are incorporated into this Training Program.

The AMC carries out actions so that its employees and specialists are committed to the organizational culture and the quality of the activity they carry out.

AMC Services and Products

When planning quality management, the Municipal Administration must consider external and internal issues, as well as the stakeholders relevant to its system and its requirements; and identify risks and opportunities. To this end, it relies on Strategic Planning for Sustainable Development in each of its directions.

To determine the requirements of the products and services provided by the AMC, the Constitution, Laws, Decrees, Laws, Decrees, Resolutions, Agreements, Indications, General and Specific Procedures are taken into account, and the requirements specified by the clients/citizens by all the established means.

All products and services have their specifications forming part of the Good Quality Practices of the AMC, which are available at the points of use.

The review of the requirements for the products and services of the AMC, as well as any necessary changes is ensured by systematic meetings of the Quality Committee and the CAM in order to analyze and minimize the risks of not complying with the requirements of citizens and other interested parties.

Citizen satisfaction

Different methods are used to monitor the satisfaction of the citizen of Caimito: survey applied according to its programming and as part of the processes of attention to the citizen, treatment of claims, complaints and suggestions, that citizens express in relation to the service received, annual survey applied to all relevant stakeholders by an independent organization, regarding the evaluation of performance for the categories institutional development for a good

government, sustainable economic development, inclusive social development and sustainable environmental development, AMPP commissions, Citizen Observatory, among others.

The CAM carries out the analysis of the result of the measurement of the satisfaction of citizens and other stakeholders. It proposes the revision of the effectiveness indicators and ensures that the commitment and quality objectives established for all local government structures are met.

Continuous improvement

The Intendant and the Quality Committee determine the needs and opportunities for improvement of all products and services, the reorganization of activities, objectives and quality indicators, among other aspects that contribute to the effectiveness of the compliance with Good Quality Practices in Caimito.

III. CONCLUSIONES

The implementation of the Quality Management Function in the local government of Caimito will allow you to lay the foundations for the implementation of quality management in government and may be generalized to other local governments.

RECONOCIMIENTOS

In the preparation of this work, it is worth recognizing the advice of the National Standardization Office (ONN), the Center for Quality Management and Development (CGDC), the Municipal Administration of Caimito (AMC) and the Permanent Commission for Implementation and Development (CPID).

REFERENCIAS

[1] ISO 26000:2010, **Social Responsibility** Guide.

[2] **ISO 9001:2015**, Quality Management Systems — Requirements.

[3] ISO/FDIS 18091:2018, Quality Management Systems — **Guidelines for the application of ISO 9001 in local government.**

[4] ISO 10004, Quality Management — Customer Satisfaction — Guidelines for Monitoring and Measurement.