

Issues of a More Effective Management of Social Service Institutions

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Abstract. The article discusses various aspects of a more effective management of a social service institution.

Management of social service institutions is one of important links in the mechanism for implementing state social policy. Therefore, it is important for a head of the institution to have certain qualities, knowledge, and skills. The assessment process of the social service institutions performance primarily bases on statistical data characterizing a certain period of a facility's activity. They are the basis for judgments on effective performance. At the same time, these statistical data do not reflect the impact of professional and personal qualities of the head on the management efficiency, as well as on performance of the entire institution, the extent of customers' satisfaction with the services provided, the level and quality of solving social problems in general.

1. Introduction

Management of social service institutions is one of important links in the mechanism for implementing state social policy. That is why the society places high demands on today's head of social institution. High performance, as well as working conditions of employees, welfare and happiness of their families, quality of services provided to the population, and level and quality of life of society as a whole depend on the professional competence, knowledge, skills, social competence, and active citizenship, spiritual and moral qualities of the head's personality [2].

Problems of effectiveness of management system of social researches of scientists and experts. Various aspects of this activity are disclosed in the works of N. In. Vlasova, A. I. Voitenko, N.. Egorova, E. I. Komarov, I. N. Kuznetsova, N. A. Kurbanova, G. P. Medvedeva, O. A. Pakhomova, and many others. However, this topic needs further research.

The main issue is that all performance criteria and indicators developed by the executive authorities allow only the general assessment of the institution performance [9]. Unfortunately, the institution effective management and, directly, the work of its head are evaluated, mainly based on the analysis of statistical data presented in the reports, which, of course, do not allow identifying all shortcomings in the work of the head and do not contribute to improving the existing indicators.

2. Relevance and scientific value of the issue

Today, it is asserted that the social service institution management depends on the level of development and competence of its staff in many respects. Therefore, the staff is becoming a strategic factor determining the future development of the institution. This turns the staff of a modern social service

institution into human resources - a set of personalities; the implementation of goals and objectives of the institution depends on their professional competence, civic-mindedness, and their culture [10]. Thus, management of the social services institution staff becomes the most important area of its head's activity.

In reality, we are faced with the fact that the implementation of state social policy in social protection of the population, against the backdrop of entry into force of Federal Law No. 442-FZ "On the basis of social services for citizens in the Russian Federation" [11] and implementation of the Road Map [1], may not always guarantee the effective management of the institution and, accordingly, the effective social services for people, because this system of assessments and performance criteria does not reflect the effectiveness of communication of the head with the institution staff.

The relevance of the study is due to the fact that, today, the issues of management improving are key for the social services institution, because the successful communication of the head and staff of the institution, implementation of timely monitoring, adoption of effective management decisions, as well as the continuous improvement of the material and technical base and information technologies can improve the quality of provided services and achieve higher performance indicators of the institution. Personal qualities of the head of the institution, determining the successful communication with the staff and customers, as well as members of social environment are essential for improving the effectiveness of the institution.

3. Problem statement

The goal of the Road Map implementation is to increase the availability and efficiency of services provided for the population, modernize and develop the social service system, adapt it to changing legal, socio-economic demographic conditions, on the one hand, and to optimize the structure and staff of the institutions, and raise prestige of a social worker profession, on the other hand. Achievement of this goal depends largely on the head, who has high professional competences, civil, ethical and general cultural position.

The head shall implement certain functions and roles based on "Head of the Social Services Institution" professional standard [3].

A modern head of the institution must not only have professional competence, but also be an effective manager, who:

- has a huge supply of energy and can energize others;
- has ability to manage people;
- has ability to create a competitive team of like-minded people; has competitive advantages and its followers;
- is proactive and constantly looking for new opportunities; takes risks and undertakes innovation;
- sets goals and motivates employees to achieve them;
- takes responsibility and learns not only from their mistakes, but also from the mistakes of other heads [4].

Thus, the head's personality, his leadership qualities, professional preparedness for organizational activity and team management in fact determine not only the image of the institution, but also its effective performance [5].

Every such function and role implies necessary knowledge and skills, as well as well-defined personal qualities. Besides the professional functions and roles, the head must also be able to combine and fulfill the social roles of a family person, husband-wife, father-mother, grandfather-grandmother, daughter-son, friend, neighbor, etc. Successful reconciling of these roles largely depends on the head's personal qualities [20]. On the other hand, the successful reconciling of these roles and functions has a significant impact on the head's effective professional performance. Therefore, it is reasonable to assume that the requirements for professionally and socially significant qualities of the head's personality, his/her knowledge and skills should at least not contradict each other, and ideally, complement each other, increasing the efficiency of his/her performance.

The main objective of this study is to identify these professionally significant qualities of the head of the social service institution.

4. Theoretical part

The professional growth and self-development of the individual and professional - the head of the social service institution - bases on a complex system of motives and sources of activity. Psychologists [17] note that the real effective factors of personal changes are the need for self-improvement, interest in one's own creating life, striving for self-actualization - the sensation and awareness of one's own necessity, for social value and social significance. Personality of the modern head is considered in the context of his/her general professional culture, which is a complex integrated component of his/her personality. The professional culture of the head combines social, professional and personal characteristics. Based on literature analysis [6], we can distinguish the following personality traits, which are necessary for a modern successful head of the institution in terms of the formal and functional performance of his/her duties:

- Responsibility is an understanding of their management decisions and actions compliance with the objectives, team standards, institution development strategy, work with staff and service recipients;
- Perseverance is a consistent and firm achievement of the objective, a talent not to retreat, but to remain faithful to the goal, despite the possible failures; implementation of actions regardless of the difficulties, mood and feelings, persistence, firmness, steadfastness;
- Corporativity is an ability to create such institution team that will understand you at once; each member of which to have the same way of thinking, while not forgetting to think independently and have their own opinion; also this is the ability to build the team on the basis of professional competence, spiritual and moral values, etc.;
- Initiative is a persistent desire, ability and capacity for active and independent actions;
- Intuition is the head's special sense, as well as his/her ability to guess and predict some events and phenomena during the work based on previously acquired knowledge, experience and results of mental work and comparisons;
- Innovativeness is a development, introduction and application of new technologies by the head himself, both in management and in providing services to the population, thus causing positive social and other changes;
- Trust and delegation of authority is a limited right and responsibility to use the resources of the institution, make independent decisions, issue orders and implement management decisions, delegating the authority;
- Consistency and stress tolerance are an ability to define a clear algorithm of goal achieving, without resorting to panic, leaving all emotions with yourself;
- Hard work is a positive attitude towards their managerial work, manifestation of adequacy, initiative, good faith, enthusiasm and satisfaction with the labor process.

Do not forget about the professional competence of the head, which is a set of knowledge and skills necessary to perform specific duties and having the following main types:

- functional –possession of special knowledge and the ability to implement them;
- social - the abilities in communication and integration: maintaining relationships at the proper level, influence, achievement of the set goal, correct perception and interpretation of other people's thoughts, ability to express your attitude towards them, successful conduct of conversations and negotiations;
- intellectual - the ability to think analytically;
- situational - the ability to make decisions and act in accordance with the evolving circumstances, etc.

No doubt that all above must be supported by the modern head's knowledge of federal and regional legislation in social services, basics of civil, budget, tax, and labor law and public procurement legislation, as well as by development, approval, and signing of local regulatory documents of the institution

necessary to provide social services to the population relating to personnel issues, social partnership, etc. [7].

It is worthy to note that the effective management manifests itself when there is a common goal and all employees without exception should direct their efforts to achieve it, and due to which the corporate spirit of the institution would be formed. In this regard, effective management must necessarily include:

- planning - the intended analysis, developing plans of different duration and focus (approval of a plan of specific content and duration);
- organization (organizational plan implementation) - adaptation of the existing management organizational structure to new goals and tasks formulated in the plan (distribution of tasks, responsibilities, solving personnel issues, tracking the progress of the plan, taking measures if it is rejected);
- motivation - stimulation of effective work of both the head and the employees of the institution using various methods (economic, social and psychological, culture);
- coordination and regulation - ensuring the functioning of management processes within the plan, operational management of employees, reallocation of resources, prevention of possible deviations from the plan, establishment of business relations with the partners, information about the management object performance;
- control - assessment of the plan implementation level, development of the next planning period [13].

Forecasting is of particular importance for effective management that is the identification of condition and probable ways of the institution developing in new socio-economic environment.

The head focused on efficient operation and maximum utilization of his resources must accept the fact that the approach to leadership styles must be flexible [12]. Therefore, he/she must master all basic styles and methods of influence that are most suitable for social services, although it is no easy way to achieve this in practice.

Social work is a special kind of social activity, which makes it necessary to impose special requirements on the qualities of the person working at relevant institutions [14]. Having the required personal qualities can ensure not only effective contact and trusting relationships between the social worker and the customer, but also have an impact on the general effectiveness of social work. Such or similar qualities of an individual can be required in any field of activity where a direct contact of a specialist and a customer is carried out.

We can conclude that it is rightful to make demands on the head that are similar to the requirements imposed on the staff of the social service institution in terms of professionally significant personal qualities. The explanation is that the head mainly works with people [15]. The head of the social service institution, along with social workers, receives the population and contributes to the solution of its social problems. He communicates directly with the specialists of his institution, representatives of other institutions and organizations, sponsors, etc.

These requirements include the need for the head to have such personal qualities as:

- altruism – a selfless concern for the welfare of others;
- empathy – an emotional state comprehension, penetration into feelings and emotions of another person;
 - tact - a sense of proportion, prompting the right attitude, approach to someone or something; an ability to behave properly;
 - conscience - an individual's ability to independently formulate his own moral duties and realize moral self-control, demand fulfillment thereof from himself and evaluate his actions;
 - honesty – avoiding lying in relationships with other people, the ability of always telling the truth and acting honestly
 - objectivity – is that does not depend on the will or desire of a person, group, community, lack of bias;

- justice - consists in recognition, intuitive and logical formation and practical application of one's own ideas about the measure of things and due for solving the issues of appropriateness of merits and reward for them;
- tolerance – has to do with the increase of threshold of sensitivity to negative (from an objective and subjective point of view) characteristics of the customer;
- endurance and stamina are the internal source of human energy, which determines his ability to achieve his goals by overcoming obstacles;
- patience is the ability to remain calm in bad situation or waiting for an uncontrolled process result;
- self-criticism is the reflexive self-attitude of a person, the ability to independently search for mistakes, assess his own behavior and the results of thinking;
- creativity is an individual's creative abilities, characterized by a willingness to accept and create fundamentally new ideas, deviating from traditional or customary thinking patterns and entering into the structure of talent as an independent factor, as well as the ability to solve problems arising within static systems;
- communication skills - the ability to establish contacts, the ability to constructive and mutually enriching communication with other people;
- adequacy of self-assessment is the conformity of self-assessment to the situational requirements, actual results and expectations of the reference group;
- striving for self-improvement is a desire to acquire culture, constantly improve the level of knowledge, emotional culture, feelings and thinking, and active self-realization in life; and others [8].

A complex system of motives and sources of activity is the basis of professional growth and self-development of the individual and professional - the head of the social service institution. Among the real effective factors for changes in the system of personal qualities, the psychologists [16] note the need for self-improvement, interest in their own creative life, the desire for self-actualization - feeling and awareness of their own necessity, social and professional value, professional and social significance. The personality of today's head is considered in the context of his/her general professional culture, which is a complex integrated component of his/her personality [19]. Professional culture of the head combines social, professional and personal characteristics.

5. Conclusion

In modern conditions of social development, the issue of compliance of the head of the social services institution with professional and public requirements, directly, becomes particularly relevant. The ideal head is supposed to be competent not only in extremely professional matters, he/she has a complex of knowledge and skills that allow him/her to understand his/her staff; he/she is able to exert influence, manages social and psychological processes occurring in the team, and also knows how to communicate effectively and cooperate with people; as well as he/she can effectively communicate and cooperate with people, he/she has motivation and is ready to create teams and work in them, has negotiating skills and can reach agreements, solves all the tasks assigned to him/her.

The personality of the modern head of the social service institution is considered in the context of his/her general professional culture, which is a complex integrated component of his/her personality [18]. The professional culture of the head combines social, professional and personal characteristics (Table 1).

The effective management of the social service institution is determined, as in any other types of professional activity, by the institution's achievement of the set goals and high results.

The study showed that the head's personal qualities that are significant in professional social work and required from the social worker's personality, do not contradict the requirements for his/her professionalism, and also can greatly contribute to his/her effective work. The head needs these qualities for everyday communication and interaction with relatives and people of his social environment.

Table 1. Functions, roles and personal qualities of the head.

The head's work		
Roles	Functions	Personal qualities
Manager	• planning and monitoring the institution	• Responsibility
Organizer		• Perseverance
Analyst	• institution resource management, customer interaction	• Corporativity
Lawyer		• Initiative
Economist	• interaction with parent and partner organizations	• Intuition
Business executive		• Innovativeness
Adviser	• ensuring the development of the social services institution	• Trust
Psychologist		• Delegation of authority
Teacher		• Consistency
Speaker		• Stress tolerance
		• Hard work

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