

# Efficiency Improvement for Public Administration of Education

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**Abstract**—The modern level of socio-economic development requires improvement of the efficiency of public administration. The well-being of the population depends on the efficiency of public administration. Public administration is an important scientific concept which reveals and explains characteristic features of the organizational structure of the state, describes activities of people belonging to this system and advances areas increasing the efficiency of their work. The system of government determines the degree of well-being and opportunities for a happy life of the population. The article deals with the issues of public administration efficiency on the example of the municipal department of education. Special attention should be paid to development of the municipal system for assessing the quality of educational institutions and improvement of the government and public education management. The education department should contribute to development of the potential of teachers and heads of educational institutions, improve financial and economic mechanisms for developing the network of educational institutions, and create conditions for educational processes that meet modern requirements. To improve the efficiency of public administration in public education management institutions, it is necessary to ensure high quality of education in accordance with changing demands of the population and long-term objectives of national and regional development.

**Keywords**— *public administration; efficiency; project activities; education; educational process; state educational policy*

## I. INTRODUCTION

Currently, there is a specific mechanism for evaluating the efficiency of public administration. It is supported by

legislation and has a great influence on public authorities. Their efficiency is measured by professional standards, official regulations which reflect professional performance of civil servants and government bodies [1]. Currently, the efficiency of public service should be regulated by legislation which helps minimize bureaucratization of the authorities, move to a new level of professional competence of public servants, improve their qualifications. Legislation regulating activities of government authorities should represent the interests of the population. Social orientation of the public service should be a priority for government authorities.

Increasing the efficiency of public authorities is a problem for a great number of researchers. There are many concepts aimed to substantiate the mechanism for increasing the efficiency of public authorities. In our opinion, in order to organize their activities, each body should take into account different views on ways to increase the efficiency of public authorities' activities and choose the most appropriate approach for a particular government body.

## II. MATERIALS AND METHODS

There are two main aspects of the approach to public administration efficiency. The first aspect considers the position of public authorities in the system of government. The second aspect considers results of the work of public authorities, without taking into account their efficiency. Both aspects focus on the costs. The main drawback of the approach is the fact that it considers the ultimate goal of government authorities to provide services not taking into account the

population. The main criterion should be satisfaction of the needs of society [3,9,11,14].

In most cases, government authorities' efficiency is the general quality of public administration. Many authors define the criterion of public administration quality assessment understand as integrity of the legislative, executive and judicial branches of government [2,4,7]. Undoubtedly, general assessment of the work of government authorities is an important aspect of the efficiency of government, but one should always remember that the branches of government function independently of each other, and it is not possible to evaluate their work as a single organism.

From the point of view of final results, the main criterion of the quality of government is its impact on socio-economic development of the state. The quality of government can be considered as efficiency of administration, optimal solution of the tasks set and rational implementation of existing functions. This approach assumes that consideration of the efficiency of government activity is an integral aspect of public administration, because it determines both the quality of public administration. The human should be a fundamental criterion of public administration efficiency. People for whom the state functions can evaluate the quality of services provided. Therefore, we consider it important to take into account the opinion of the population by conducting surveys which can determine the overall efficiency of public services and identify weaknesses.

There two types of efficiency - social and economic. In our opinion, the social effect society should play the main role in determining the efficiency of public authorities. G.V. Atmanchuk distinguishes between three types of efficiency: general social efficiency, special social efficiency, and specific social efficiency.

It should be noted that each state body should use various methods of efficiency evaluation in order to implement its goals and meet multifaceted needs of the population. The current situation requires actions, their analysis by researchers, politicians, and managers in order to develop the object, to build relationships with social groups, and to act responding to constant changes using new methods of project management. It is necessary to increase the efficiency of local governments [10].

Public administration efficiency assessment is reflected in legal acts, teaching materials, scientific researches and public speeches. Participants of forums discuss the issue of investment projects. However, management laws say that the problem of implementation of project management cannot be solved command methods, it is necessary to manage this process, to plan it, organize, control, coordinate interaction and to organize resources for implementing project management. It is necessary to remember that personnel should have project-program thinking and react to changing situations. And if there are no managers in local bodies, there should be leverages for their involvement. This practice is rejected by local authorities, since project management deployed in commercial organizations and large companies cannot be applied to public administration as they have different mission and goals.

Project management should become a means to change the socio-economic situation and improve living standards of the population which is the main development way for many companies. Project management is used by people who are not ready to use. The study of the practice of municipal management shows that individual technologies of project management are used which develops abilities of managers. Young specialists are able to participate in project development and implementation, can solve the problems of municipal administration, but they cannot apply their abilities in the system of municipal administration. Network, calendar, resource planning methods, project organization methods should be in demand.

The existing system of functional management, the lack of interdepartmental interaction, practical application of matrix organizational structures do not contribute to development of projects due to the lack of mechanisms for implementing legislative acts to improve the efficiency of public administration.

The resolution of the Government of the Russian Federation "On organization of project activities in the Government of the Russian Federation" of October 15, 2016 solves the problem. The document approved the Regulation on organization of project activities in the Government of the Russian Federation, monitoring of priority projects implementation, assessment and other control measures for implementation of priority projects. In addition, a functional structure of the project management system in the Government of the Russian Federation has been developed. The project management system is adapting to the functional model of government. The structure of the project management system includes

1. Permanent project management bodies: presidium of the Council under the President of the Russian Federation for strategic development and priority projects; a federal project office; a coordinating body; a departmental project office.
2. Temporaries project management bodies: a curator; a project committee; a functional customer; a senior official; a project manager; a project administrator; operational bodies.
3. Auxiliary project management bodies: a public business council; an expert group; a center for project management competences.

This document launched active implementation of project management in federal and local government bodies. On October 25, 2016, the Presidium of the Council under the President of the Russian Federation for strategic development and priority projects approved passports of priority projects; the federal project office developed a number of guidelines for implementing the resolution. Measures for developing and implementing projects were taken. These steps are a response to the managerial situation and measures to change situations, satisfaction of public interests.

These measures as well as measures for implementation of project management, influence the efficiency of public administration [13].

The Project Management Institute (PMI) defines a project as “a set of actions (processes) producing a result, organizing human, financial and material resources so that the result complies with approved specifications, product and time costs”.

Implementation of project management changes management functions: responsibility for changes; predominance of innovation.

Organizational structures are created and operate within the project cycle with a constantly changing set of tasks, where the main task is conflict resolution. Success is determined by end goals [6,12].

A new problem is due to the combination of traditional and project management functions, staff resistance, lack of “quick response” to changes, specialists, etc. Existing types of project analysis do not reflect the efficiency of local government. Along with the dynamics of indicators, you should evaluate real changes. Moreover, it is necessary to compare the changed situation with and without project results. Then economic, social, managerial and other effects will be evident.

Let us consider the features of public administration. Federal educational authorities organize and ensure implementation of powers of public authorities in the field of education. They aim to create legal, economic and financial conditions for free development of the education system; to ensure and protect the constitutional right to education. The problems of accessibility of education, adaptability of the education system to characteristics of development and training of students in accordance with objectives of socio-economic development are solved in the context of the state education and science policy. At the regional and local levels, they are solved by regional and municipal authorities. Municipalities are founders of municipal educational institutions providing educational services in accordance with federal laws. Municipal bodies control education quality and provide economic services to educational institutions. Municipal education policy is based on the principles of the humanistic nature of education, priority of universal human values, human life and health, free personal development, etc.

Education management has its own characteristics due to socially significant objectives of development, as well as the specifics educational process organization in regions.

Division of education management powers between federal, regional and municipal authorities is carried out on the basis of the Federal Law “On Education in the Russian Federation”.

Local authorities implement federal education through targeted organizational activities.

Strategic purposes for development of the education system in the Russian Federation are to increase accessibility and ensure quality pre-school and general education meeting the requirements of innovative economic development and needs of Russian society, to teach students based on new educational standards, to support talented children, to develop teaching potential, to create a modern school infrastructure, to educate healthy generations.

Local education management bodies solve the following tasks [5,8,15]:

- creation of required conditions for quality education of people with disabilities, correction of development disorders and social adaptation, provision of early correctional care on the basis of special pedagogical approaches and the most appropriate languages and methods, social development of these persons, including inclusive education of persons with disabilities;
- rendering assistance to persons with outstanding abilities (with a high level of intelligence, creative abilities in science, engineering, art, sports);
- full or partial financial support for persons who need social support in accordance with the legislation of the Russian Federation during the period of their education.

### III. RESULTS AND DISCUSSION

In order to improve the efficiency of public administration, it is necessary to ensure high quality of education in accordance with changing demands of the population and future development objectives.

It is necessary to:

- create modern conditions for development of pre-school education;
- create modern conditions for development of the general education system;
- create modern conditions for development of additional education,
- ensure accessible pre-school, general and additional education by building and repairing educational facilities;
- train staff of the education system; create mechanisms for motivating teachers to improve the quality of work and continuous professional development;
- ensure accessibility of educational institutions for people with disabilities and other groups of people with limited mobility.

To ensure the rights of the child to publicly available pre-school education, it is necessary to accomplish the following tasks:

1. Development of organizational and economic mechanisms to ensure the most equal accessibility of pre-school education services.
2. Development of the infrastructure of pre-school education.

To create opportunities for quality general education, regardless of place of residence, social and material status of families, and students' health, it is necessary to accomplish the following tasks:

1. Creation of modern learning conditions, development of the innovation infrastructure of educational institutions, including access to general education for children with disabilities.

2. Provision of general public education by building and repairing educational facilities.

To create conditions for positive socialization, self-realization, and physical development of children, it is necessary to solve the following tasks:

1. Creation of modern conditions of education in educational organizations of additional education of children in various areas, psychological and pedagogical support for children

2. Creation of modern conditions for socialization, social adaptation of orphans and children without parental care.

3. Formation of a system of continuous variable additional education of children aimed at developing the human potential of the region, including organization of recreation and full employment of children.

To ensure effective management of the functioning and development of the education system, it is necessary to accomplish the following tasks:

1. Development of the personnel of the education system, motivation of teachers for quality improvement and continuous professional development.

2. Ensuring accessibility of educational organizations for people with disabilities.

#### IV. CONCLUSION

Thus, the diversity of education management issues makes the issue of improvement of the efficiency of the public administration relevant and practical.

Having summarized the experience of education management, we highlighted promising goals for improving the efficiency of public administration. The main thing is quality improvement of educational services involving staff training.

The following strategic goals were formulated:

Objective 1 – Staff development;

Objective 2 – Creation of modern environment for development of pre-school education;

Objective 3 – Ensuring public access to pre-school, general and additional education;

Objective 4 – Implementation of innovation activities.

Within the existing methodology, it is possible to develop a procedure for managing a portfolio of public administration projects in the field of education management consisting of the following steps:

- Selection of projects and portfolio formation to achieve both tactical and strategic goals.
- Portfolio balancing, achieving a balance between short-term projects aimed at improving existing products and technologies and long-term projects aimed at developing new

products, technologies, services, between risks of projects and possible revenues from their implementation, etc.

- Planning selected projects, allocation of limited resources and ensuring their profitable and efficient use.
- Analysis and improvement of project portfolio efficiency.
- Ensuring a stable and efficient project management mechanism, including development of organizational charts, project management systems, risk management, intellectual property management.

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