

## **PRESENTATION**

Since its creation, the Catholic University of Cuyo has sought to be a space for dialogue and encounter, in which, through training, research and extension, it will contribute to the development of the entire community to which it belongs: the region of which.

From the Research and Extension Institute in Leadership, Innovation and Communication Card. Pironio (LidInCom), together with the Secretariat of Public Management of the government of San Juan, have taken on the challenge of complementing and coordinating joint efforts to carry out this research.

It tries to be a contribution that helps deepen the activities that are being carried out by various public bodies to improve the services and services they offer and to stimulate the State in the pursuit of excellence, quality and continuous improvement.

It seeks at the same time, propose an approach that dynamizes and enriches the theoretical framework on the issue and promotes new research on the subject addressed.

## **ABSTRACT**

The research is carried out under the premise that leadership is one of the fundamental components of any improvement process in any State agency. It has particular characteristics and assumes a set of strategies that facilitate the best performance of the transformation processes in all public organizations that are involved in the search for higher quality applying methodologies to achieve it.

The research seeks to identify these characteristics and determine the strategies applied in the departments that have applied the Management Model of the Provincial Quality Award of the Province of San Juan.

Once defined what is meant by quality, the current status of the application of Quality Management Models in public management is analyzed.

Then the scopes and the perception of those who have applied the models and obtained the Provincial Quality Award are described.

It concludes with the reference of some strategic keys identified in the research as conditioning factors of the experience that the organizations that were the basis of the research work have gone through.

## **THEME**

The implementation of quality management models in the public sector

## **TITLE**

Leader strategies to implement quality models in public management

## **KEYWORDS**

Quality, Continuous Improvement, Public Sector, Models of Excellence.

## **KIND OF INVESTIGATION**

Qualitative descriptive character

## **RESEARCH TEAM**

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## **DESCRIPTION OF THE PROBLEM AND QUESTIONS ARISING FROM IT**

The competitiveness of a country's economy is intimately related to the coordinated action of a highly efficient state and a highly competitive private activity. The speed of the development of the private sector is driven by an effective State in its policies and efficient in the use of its resources.

In the State there is a huge amount of "invisible" costs that are not detected by the ordinary accounting systems. From the Quality Management systems are costs detectable in a systematized form, which enables their attenuation or elimination

Many authors establish that these invisible costs denominated "non-quality costs" in public administration vary from 40% to 60%; that is, the State has an additional cost that does not add value to the public service it offers.

These costs are related to the underutilization or deficient use of resources: economic-financial, technological, technical, human, material, time, know-how, infrastructure and physical equipment.

Quality management systems as a management technology, complemented by machine technology (software and hardware), together represent the ideal tools to de-bureaucratize the State and thus reduce invisible or "non-quality" costs.

A high quality public sector can only be appreciated against the background of the role exercised by the State when it fulfills its goals (realistic and achievable) in an efficient manner and when it makes it possible to achieve equity at a lower cost in terms of efficiency. The application of quality management models in the Public Sector has allowed incorporating the concept of continuous improvement and satisfaction of the recipient.

This Quality Management System allows to effectively and efficiently manage the State's resources so that the decisions taken will achieve the proposed objectives, providing information and human resources prepared to perform successfully.

Continuous Improvement implies both the implementation of a Quality System and the alignment of a management technology recognized worldwide, which allows the continuous learning of the organization through the active participation of all staff.

Public bodies can not continue to give the advantage of not fully utilizing the intellectual, creative and expertise of all their personnel.

With this framework, the leadership exercised by public managers is crucial to promote a process of change and continuous improvement that allows citizen satisfaction.

In 2008, the Legislature of San Juan institutes the Quality Award for Public and Private organizations

in the province based on the application of a management model and designates the San Juan Investment Development Agency as the application authority. for the sector of private companies, and the Secretariat of Public Management for the agencies and dependencies of the Provincial Administration.

In these nine years, in its public version, several dependencies of the administration of the provincial and municipal states have participated, and some of them obtained mentions, or the same Provincial Quality Award.

The organizations that stood out belong to different Ministries with different functions that range from Public Health to the Provincial Revenue area.

These organizations recognized by the Award have different styles of Leadership and strategies that allowed them to implement quality models in their public organization.

The object of this investigation is to investigate the styles and strategies that the people in charge of these organizations establish in order to achieve a successful implementation of these quality models, as in the case of the Provincial Quality Award in San Juan.

Some questions that arise from the challenge posed for this investigation are:

What is the role of the leader in the application of Quality Management Systems in the public sector?

Are there similar characteristics in the leadership exercised by officials who decide to implement models of excellence?

What are the strategies applied by public bodies that have won the Provincial Quality Award in San Juan?

Are there organizational and cultural factors involved in the departments that apply models of excellence in public administration? Which?

## **GENERAL OBJECTIVE OF THE INVESTIGATION**

Describe the strategies of the leader to implement quality models in Public Management according to the model of the Provincial Quality Award of San Juan.

## **SPECIFIC OBJECTIVES**

Characterize the profile of leaders of public agencies that won the Provincial Quality Award of San Juan

Identify the strategies implemented by leaders of public agencies that won the San Juan Provincial Quality Award

Organizational and cultural factors in the implementation of quality models in Public Management and its strategies that led him to implement a quality model in its Public Management.

## **THEORETICAL FRAMEWORK**

Etymologically, quality comes from the Latin "quálitas, -atis", which is a derivation of the Latin "qualis". The Critical Etymological Castilian and Hispanic Dictionary of Corominas and Pascual points out that

the concept of quality refers us to "Which", of which we find:


"From the Latin relative and interrogative adjective Qualis" such as ", " How ", " what kind ". 1st doc: med. S. X, Glosas de S. Millán. In Latin QUALIS indicated the quality, the way of being, and corresponded rigorously to TALIS. In Romance, it became a mere interrogative or relative without qualitative value, replacing the Latin QUIS or QUI. "

Quality, whose etymological root is clearly Latin, indicated class or type, being exempt from any evaluative nuances, currently has other meanings, as a figure, among others, in the Dictionary of the Royal Academy of the Spanish Language, the Dictionary for the use of Spanish of María Moliner and the ideological Dictionary of the Spanish language Julio Casares. So, point out that quality is:

- Property or set of properties inherent in a thing, which allow you to appreciate it as equal, better or worse than the rest of your species. That fabric is of inferior QUALITY!

Quality in a broad sense is equivalent to quality: "Goodness is the quality of good". As well is equivalent to quality in the expressions with which the quality names are replaced existing: "The crisp quality of silk", but referring to the possible ways of being things means class and applies only to the degree or place occupied by them in the scale of good and bad.

- In an absolute sense, good quality, superiority or excellence. The QUALITY of the wine of Jerez has conquered the markets.

- We can understand quality as a category, attribute, adjective, property, own, essence, mode, nature, condition, character, genius, nature, rank, habit, law, tenor, class, species, luck, race, lineage, caste, ralea, laya, jaez, calimbo, coat, aspect, sample, character, goals, role character, characterism, amount, circumstance, particularity, rating, epithet, note, kindness / badness, ... 

- Condition or requirement imposed on a contract.

- State of a person, its nature, its age and other circumstances and conditions that are required for a position or dignity.

As we see, the general dictionaries identify quality, first as a quality, as a set of attributes or properties referring to something or someone. And, secondly, they also refer to quality as superiority or excellence, as a degree that expresses the goodness of a thing. In short, we could distinguish a double definition:

a) On the one hand, quality, understood as a quality, is a neutral word, which does not imply value judgments and to which a qualifier must be added. For example, we could say that a teaching material is of good (or bad) quality. The valuation is given through the word good and quality is understood as something equivalent to attribute or property. Therefore, the term quality is here independent of any assessment. Quality in this neutral sense would correspond to the action of QUALIFY (good or bad).

b) On the other hand, quality, understood in absolute terms as superiority or greater goodness of something, is an ambiguous term, to which each one can endow with a very particular meaning. Maybe it could be understood as kindness. Thus, for example, if we say that education is of quality, in the term quality is already implicit an estimate of the goodness of education based on its own values and parameters.

Therefore, in this case, the word quality is imbued with values, it is not neutral, it already includes the adjective "good". Quality in this evaluative sense would correspond to the action of QUALIFICAR

(obviously, it is understood that well, since something qualified is prepared, it is correct). A synonym could be, although it is not the same, excellence.

In this case, we would speak of quality as superiority or excellence per se. This is the meaning with which the term quality is most commonly used. From this perspective, in general, quality is understood as superiority, satisfaction of needs, achievement of excellence, efficiency, ...

This division is what Carr (1993) establishes for quality when distinguishing between descriptive and reflexive:

A descriptive definition would equate quality with a characteristic feature or attribute mental or moral trying to break free as far as possible moral judgments, limited to narrate the characteristics or elements that particularize an object or situation. Quality would be understood in a neutral sense, as a set of properties.

A more normative conception would understand quality as a degree of excellence, that is, it would entail the assumption of certain values as valid. In this way, quality would be understood as superiority, intrinsically implying a certain superiority.

Beyond the specific definition of the word, man has always been concerned with developing tools to solve their needs, always trying to achieve better results and continuous improvement is what basically characterizes quality.

Then, although quality we think is as old as the history of man was William Edwards Deming who was an American statistician, university professor, author of several books and texts, consultant and one of the disseminators of the concept of total quality. His name is intimately associated with the development and growth that took place in Japan after the Second World War.

He was the inventor of what in the Academic world is called "Circle of Deming" or spiral of continuous improvement. He described a strategy of continuous quality improvement in four steps: plan-do-evaluate-act. Repeating this virtuous cycle that seeks to overcome the results obtained in each management cycle. It is a concept widely used by quality management systems (QMS) and information security management systems (ISMS).

The results of the implementation of this cycle produce a comprehensive improvement in competitiveness of the products and / or services, continuously promoting quality improvement, reducing costs, optimizing productivity, reducing prices, increasing market share and making the profitability of organizations grow.

"Quality is a management philosophy in which the measure of what is done is the satisfaction of the needs and expectations of the client / user from the first time and always."

## **STATUS OF THE QUESTION**

Based on these concepts of Total Quality, a management model is created in the USA that incorporates the Deming circle called Malcolm Baldrige. This is the quality management model used in the United States and is the reference framework used for the evaluation of the national quality award of the United States.

The model of excellence considers seven key points, which are the ones that serve to evaluate the quality management system:

- Leadership

- Strategic planning
- Customer and market orientation
- Information and analysis
- Orientation to human resources
- Process management
- Business results

In several countries models and prizes similar to those established in the US are replicated, and particularly in Argentina, the Model and National Quality Award is implemented in two versions: for the private sector and for the public sector. More than 40 countries worldwide annually award a series of quality prizes.

Deming Prize - Japan, 1950  
 Malcolm Baldrige - USA, 1987  
 Presidential Award - USA, 1987  
 National Quality Award - Brazil, 1988  
 National Quality Award - Mexico, 1990  
 National Quality Award - Uruguay, 1991  
 The European Quality Award - CE, 1992  
 National Quality Award - Argentina, 1992

The quality of public services is a constitutional requirement and is an unrestricted obligation of the Public Administration. It is also the resource available to a State to compensate for the inequalities of the population it serves, because it is the real possibility that all citizens receive the same services.

Losada points out that different authors, including Castelló Taliani and Lizcano Álvarez (1998), Mora Corral and Vivas Urieta (2001), Ruiz-Olalla Corcuera (2001) and Swiss (1992), consider that the quality of services It will depend on a series of factors, among which are: (a) the tangible elements associated with the provision of the service or the service itself, (b) the preparation and knowledge possessed by the personnel in charge of providing the service in relation to it, (c) the reliability, credibility and reputation of the service provider, (d) the adequacy of the service to the needs of the users and the existing empathy between the service provider and the client (derived from the understanding of the service provider). needs of this and accessibility as a way to promote their satisfaction).

In the year 2008 the province of San Juan instituted by law No. 971-F / 15 (ex 7.910 / 08) the Quality Award in Public and Private organizations in the Province of San Juan and designated as application authority to the Agency San Juan de Desarrollo de Inversiones, for the sector of private companies, and the Secretary of Public Management for the agencies and dependencies of the Provincial Public Administration.

The participating organizations receive quality training and must prepare a report following the stipulated methodology.

After presenting self-evaluation reports, the organization is visited by a group of evaluators who express their opinion on the points analyzed. Finally, a Jury of Evaluators prepares a technical report that is presented to the Consultative Council and the Technical Secretariat, who define the opinion that establishes an order for Awards and Mentions to Quality. The evaluation jury is made up of prominent local professionals and external guests.

All participating organizations receive a refund with organizational aspects to improve.

The model identifies the activity developed by the institutions in the following criteria:

1. Leadership
2. Focus on the User.
3. Staff Development.
4. Information and Analysis.
5. Planning.
6. Quality Assurance and Improvement.
7. Care of the Physical and Social Environment.
8. Results of Quality Management.

The benefits of the organizations that apply these quality models is that they guide their procedures based on quality parameters, they manage to optimize physical, human, and technological resources; fundamentally costs and management times. This clearly contributes to distributing tasks and workloads; as well as, to improve the organizational climate. That is, quality management takes care of the internal customer.

The satisfaction of the employees, a high commitment and a greater sense of belonging are some of the benefits of quality management.

Similarly, quality management helps to generate the healthy routine of self-assessment and self-evaluation, generating an extremely valuable institutional knowledge, which translates into continuous improvement.

With respect to the external client or the users or beneficiaries, it favors their perceptions about the organization, the quality of their goods and the provision of services in a timely and efficient manner.

Finally, quality management positively impacts the image and institutional reputation.

## **METHODOLOGY**

It is the intention of this research, to complement the work, not only to offer a theoretical view of the problem that is posed, but we intend to locate it from the discourse analysis as a dense descriptive type research, in an emic perspective, on particular data and working on the actors and the significance that for them has the incorporation of models of excellence to improve the quality of public administration.

The analysis and subsequent report should be contextualized and assumed in the perspective of the particular experience of the Secretariat of Public Management as administrator of the Provincial Quality Award and of the agencies that are implementing the Model of Excellence in the Province of San Juan.

More than an approach to the subject in the perspective of the study of the theories that define it, we intend to propose a reflection from those who put it into practice: the people involved in the implementation of the management model and the officials belonging to these specific communities.

It is intended, with this description, to move towards some explanations that can justify the phenomenon and propose a framework that allows future research to predict some behaviors that allow improving quality in the public sector.

While it is true that the study on the application of management models and their impact on the quality of management in the public sector is very important and that in all countries of the world there is a

real concern to produce material that helps improve their implementation for the benefit of the person and social coexistence, in the specific case of the province of San Juan becomes more relevant, since it is one of the Argentine provinces that has adopted the Provincial Quality Award as a methodology to promote improvement keep going.

### Characteristics of the sample

The population on which the study was conducted is made up of a group of officials (as primary informants), belonging to public bodies, who have implemented the Model of Excellence of the Provincial Award of San Juan.

Taking into account that the influence, consequences and impact of this type of methodologies that promote the philosophy of quality and continuous improvement have not been sufficiently studied in Argentina, fifteen organisms have been selected in which we clearly find a strategic decision to apply management models to improve the quality of the services offered. They are diverse from the point of view of their purpose, but as a public organization, a certain regularity in their behavior has been identified, which facilitates certain comparisons and cross-analysis between them.

### Selection of informants

The group of officials responsible for quality management, based on the criterion of determination of the structural design where the activity is developed, has been chosen in the first instance and to survey the information that constitutes the database of this research.

Due to the amount of information accumulated throughout the study, there is no doubt that there is a formal decision in the bodies about the involvement of models of excellence to improve quality since it was necessary to allocate economic, infrastructure and human resources for this purpose. and that this is truly a strategic decision for these organizations.

We do not go into deepening the causes that generated these decisions as these would be the reason for another study and do not have a determining effect on the concrete impact that these policies have caused in these areas.

It is important to highlight the particular interest and significant contribution of the actors generating the information, which allowed to achieve a greater deepening of the data collected.

### Techniques for data collection

#### **Surveys**

The information that was collected through surveys was linked to three particular aspects for this study:

- Know the public organizations of San Juan that work with quality.
- Identify the reasons that led to the application of the model.
- Determine the successes and the difficulties they faced in their application ..

#### **In-depth interviews**

From the tabulation of the surveys and subsequent analysis of the collected data, some in-depth



interviews were planned in order to deepen the information obtained and gather some additional opinions that allowed us a deeper analysis of how the leadership impacted the process. of improvement.

### **Focus Group**

As a corollary in the search for relevant data from the testimony and opinion of the people, meetings were held to deepen the information obtained up to that moment.

### **Direct observation**

As an additional data to the investigation, an observation activity of the task was carried out in some organisms (due to the active participation of the Secretariat of Public Management) to gather information, which allowed to draw some conclusions from the crossing with collected data in the surveys, in the in-depth interviews and in the groups.

### **Strategy for capturing data and relevant information.**

The sample of the informants and the sources from where the data and information were collected and their subsequent analysis where they were supplemented with external and alternative sources.

For each technique (surveys, in-depth interviews and groups the following activities were carried out:

- Design the Survey
- Activities. - Relieve the information contained in the survey
- Analyze the data that emerged in the answers.

### **MAIN ASPECTS RELEVANT IN THE INVESTIGATION**

There is a certain consensus among those consulted by this research in highlighting the "importance of the head being compromised" (75% of respondents) in order to move forward with the application of the Quality Management Model.

Afirma The statement was made explicit in the groups and the observations and would confirm that the quality is basically from "top to bottom".

Within the difficulties stand out for example "resistance to change" very common in people who are within structures belonging to Public Management.

There is also a certain "fear" because you see quality as "coming to control work" and measuring my performance.

Many times quality is seen as an activity "parallel" to the task that is normally done, such as "doing something else", "besides doing my thing I have to do your thing", as if it came to "take time" from me. what has been done It does not take into account that it will allow me to work with greater "efficiency and effectiveness".

The query made through the survey showed the following results:

Some of those present indicated that there are words that hinder the implementation process and generate resistance. The word "measure", "client" for example, "nonconformity" that sounds like "they are going to punish me". They propose to change it for another one that does not provoke reaction, "user", "improvement plan".

There is another problem to solve the "insufficient training" (53% of respondents) that usually have the people who must apply the model.

Many times the Prize is presented with the feeling that "we have to win the prize and that puts a lot of pressure" that ends up weakening the concern for continuous improvement.

Among the participants there were different organizations that affirmed that when "the educational level and responsibility were higher" of the people in charge of implementing the model, "greater was the resistance" and "difficulty" to achieve their adhesion.

In line with the above, "integration difficulties", "lack of teamwork experience" (which seems generalized in the sector) and the problem that generates, at a higher level of responsibility in the structure, "worse is" (the resistance).

In this context, the rotation of political posts and the frequent discontinuity of a leader in the public sphere make the possibilities of "greater diffusion of the philosophy of quality for this sector more complex". "Faced with the lack of responsibility and commitment" found in various departments, it becomes very important to "work particularly on the commitment and competencies" of management, particularly in the "middle management"

A special mention deserves the reference to the danger of "losing motivation due to the great amount of difficulties".

Some of those present suggested as a strategy the search for "self-motivation", helping leaders to assume that "every obstacle is a challenge".

It was stated that there are 2 moments of quality, one is the implementation and another is the follow-up, "these same questions from the Focus Group have different answers depending on which instance the organization is in."

The need to think about "quality as a process versus the imprint of wanting immediate results" was expressed.

In order to synthesize the lessons learned, the need to raise awareness, sensitize and train if it is decided to move forward with improvement is discussed.

"Assume the culture and its customs, especially in the management of the public"

The quality leader exercises a "transformational leadership". So "it is necessary to preach by example."

We must seek to "generate new leadership in the face of a lack of competence and appropriate profiles" to carry out the implementation of the model. You have to "be persistent" and "constant", develop a "strategy by stages". "Define Performance Plans", "career plans", because they help in the

process.

The improvement report left by the evaluators is very important to identify the aspects on what should be deepened.

Although in each place "there are different structures" and "times", some of the participants estimated in "8 years the time of preparation for the Prize" and the need to "have consultants".

Faced with the question of how they came to work for quality in a context as particular as public management? Four types of responses were identified:

- 1) By decision of the boss "the boss asked for it" and "we had a consultant who accompanied us".
- 2) "By chance." They put me in the quality area that nobody wanted to grab "
- 3) Intuitively through different trainings. "Little by little I got excited."
- 4) "By necessity".

At various moments there was an enthusiasm to report specific experiences that will demonstrate the success of its implementation and monitoring processes, beyond the questions formulated in the Focus. Some anecdotes of the improvements obtained and the strategies to achieve them were mentioned ("the secretariat has grown from 300 records to 4000", we have achieved new profiles ", " we create the group of the complainants ", " the commission of the house ", " we set up quality circles ", " Justify what it's for ", " Prove that it's not a verse ").

Regarding communication, it was established as one of the big problems because "channels are not clear", "nor communication processes". It highlights the importance of "good communication with staff" and "external communication as a social function." The "suggestion box", the "work climate survey" and "weekly improvement meetings" help to improve communication internal

It is necessary to "measure the level of knowledge in the processes that is always growing" and "to base the work in self-sufficient teams and clearly divide the stages in" implementation and follow-up ".

Faced with the proposal defined in a few words the quality responded:

- Excellence.
- Affirm as leader
- Learning.
- Landing theory to practice.
- Learn to listen
- Make the team grow
- Make people happy.
- Work better and with desire.
- Procedures that allow improvement.
- Culture of improvement.
- Teamwork.

The characteristics of a certain "bureaucratic culture of public management" and "resistance to change" were identified as two of the main causes that hinder the implementation of quality management models. "Many times it seems that quality and public administration go through different lanes"

Although it was mentioned that the stereotype involves both older people and young people, generational conditioning was particularly pointed out. ("Of the 25 people who work in my office, 22 are older than 55." "We installed a tracking system for computer files, but of the 25 employees, 20 never used email." "They believe that after the error comes the penalty.) .

The trade unions focus as an extra task the development of strategies linked to quality and therefore hinder their development. ("Guild problems", "change from: this happened to this happened to you.")

The rotation of managers in top management was mentioned as a problem. The change of minister and other political positions makes the processes that take several years difficult ("Has a solution?") The changes are long-term, but the politicians change every 4 years "). The "middle managers are very important" but "they have no power or influence to generate change".

Therefore it is suggested "deepen the decision political commitment" and that more senior management positions "should be insolvency positions."

The little initiative and the little interest of many in the task ("while they were literally weaving I went to Mendoza to train us"). Other times public agents do things without knowing why.

The lack of material or economic incentives ("We had proposed incentives for those who excel in their work, but forced us to give them all the same"). ("We comply and you gave us nothing", "whatever you do" you have to wait for the vegetative growth of the State ") The creation of " Quintitas "and affirmed that" the main limitations are from outside. "Many times the urgent top what matters, and managers get bogged down with routine and do not spend quality time.

They mentioned certain recommendations to mitigate the resistances such as: "communication tools", the "training and synergy of teamwork", "training" and "doing good planning".

Some affirm that it is very important to involve "external consultants" and "prepared people" to accompany the improvement process.

In the field of human resources, the importance of promoting "informal relations", "spreading enthusiasm", "training", "internal work meetings" (for example the meeting of indicators, where technical and also human, supporting each other that we are all in the same boat), take on the affective and emotional dimension of the people and form "teams more than groups".

Many times the verticalism where power and wisdom is concentrated in few and does not empower the middle managers, and does not transfer power.

Several participants commented on the difficulty to find spaces that allow the implementation of quality and the improvement of their sector ("I can not make a meeting because I have attention to the public" and "that is why the process is delayed", "there are few people" " I can not do procedures

manual ", "The urgent covers the important thing ".

A question is posed for the incentive "How do you encourage people who are added to the quality management system, if there are some who do nothing?".

Against this scenario, among alternatives were suggested. "You have to isolate yourself from the vortex. "You have to have (make) times." "Carry out a FoDa analysis at the beginning of the year". "Give incentives"

Regarding the benefits obtained by implementing quality management systems, mention was made of: "transparency", "order", "traceability", "greater precision", "the distribution of responsibility and measurement tasks". "Customer / citizen satisfaction", "Improve human relations", "people are happy". "I work in groups" and "everyone is responsible for their work". "Reliability of the data that one gives". "Retrieve values". "Agree values (mission, vision and values)", one of the participants commented that Mission Vision placed her as a screensaver.

We described formal and informal communication strategies for the process of implementing quality tools such as: Meetings planned together. Staff meeting Use of institutional email. Billboard. Screen saver.

Circulars (although the need to decrease the use of paper was stressed, it was suggested that in this case it is preferable to ensure that they read it and why "not everyone has a computer." "It's good that you have the physique." less, until the digital signature is advanced "and the" Electronic File. "And the" Computerization of states that avoid long queues and can be consulted from home ".

Finally, they shared the teachings they could convey: "A lot of work and commitment", "the result is enhanced". "We are servants." It allows "to make good decisions, especially to the management". "It allowed to grant formal ratings to those who did not have titles (mediator). "Very important" Clearly identify the indicators that show you the improvements ". "The oiled system and we are perfecting not only the processes but points of the audits". "Make focus to satisfy the customer". "The benefit is for everyone". "We unify terminologies. "It clarifies where we are going. It helps us grow professionally "

"The user has the priority." "It serves to strengthen the team." "Unification of criteria". "The prize changed a lot of things." "We can too". "Now we have a Function Manual."

## **STRATEGIES**

From the survey carried out during the study, several of the strategies used to implement the Model of Excellence in the Public Sector clearly emerged.

Next, the main actions reported by the informants are ordered and described and may be appropriate for other public bodies wishing to apply for the Provincial Quality Award of San Juan.

### **A. Implement gradual changes increasing the level of participation**

- Clear transmission of the project's objectives. (Transmit the Why?)
- Show the current and future benefits of the implementation of a Quality Management system (Transmit the For what?)
- Commitment on the part of senior management
- Realistic action plan: Non-traumatic implantation. Evolutionary, gradual and integral
- Strategy to start with the areas with better predisposition, and spread the benefits to others.

- Accompanying with theoretical and experiential training.
- Receive from the office or Quality area the concerns and channel them through different means such as notes to a council of continuous improvement, consisting of two representatives from each sector;
- Prepare a document, elevations to the top management of the proposals.
- Start gradually, first informal until consolidate to show bosses, who when seeing results and concretely in what it consists, to warn that it is one more task of the daily ones.
- Take into account size and transmission of the look ... make the other see it .
- Interdependence in communication, in decision making and in actions.
- Communicate them by different means (written, whatsapp, taking into account recognition of who carried out the proposal.
- The communication that we will work better if we do it by managing quality.
- First, be aware that there is a prior communicational process, then consolidate with other technological tools, friendly (Face, internal newsletter.)
- To be able to show a before and after to transmit the look, to put in focus. Visualization, quality applied with each process manager who understands how the different aspects of the system are done (objectives, processes, flowchart, etc.)
- Understand the 9001 as a cycle with its different themes applied to the organization ...
- Unify the language
- Define the product ... the what (intrinsic properties), how I present it (the appearance) and at what time.

## **B. Implementation of a communication and feedback plan**

- Design and implementation of ascending, descending and horizontal communication channels.
- Awareness about its use.
- Feedback is essential for the trust of the people involved in the quality system.
- Weekly meetings is the most effective communication channel for public organizations in San Juan.
- Description of the structure (profiles, descriptive, structure). First see how we are with a SWOT that of a work agenda. (Example how the prize kicks).
- Consult and ask for help to those who have experience, knowledge, technologies (INTI example)
- Implement quality because the demand for a quality product appears.

## **C. Creation of quality areas or quality committee**

- To materialize the creation of a committee / responsible area and promoter of the quality system.
- Clearly establish the profiles of the members and select the candidates according to the profile.
- Delegate authority to the committee / area to work with autonomy and decision-making capacity.
- Resolution of quality committee to form the group, whatsapp communications, have meetings, decision making together.

## **E. Implementation of an incentives regime**

- Implement a system of non-monetary incentives.
- Promote a system of monetary incentives.
- Working in the particular to go towards the general ... approaching the other ... that is the challenge that transcends.
- Recognitions of different types (personnel).
- ,- Create bonds outside working hours, strengthen the group's links so that it becomes a team.

- Clarify and explain for what and for whom I am doing quality ... what is the personal and organizational benefit.

## **F. Training in management skills**

- Development of skills related to leadership and teamwork.
- As we speak of soft skills, it is necessary to face it as a medium and long term process that requires constancy and discipline in the formation of intelligence and will.
- We believe that experiential and personalized methodologies for the development of these competences have greater formative efficacy.
- Organizational problems ... going to the bases, organizational analysis (duplication of tasks, etc.).
- Participatory workshops course, start talking about quality, share concepts, raise awareness about starting to work on quality.
- Annual training, with at least 2 topics ... difficulty in changing the way of working with the change of management.
- Trainings with concrete tools.

During the development of the study we have perceived several positive issues and strengths that facilitated the task of gathering the necessary information to prepare this report.

We mentioned as the most relevant:

- 1-Good predisposition of the participants.
- 2-Openness and confidence of the secretariat and the people affected by the investigation.
- 3-High level of commitment of the informants.
- 4-Concern for training and good response to the High Performance Team Program developed by the UCCuyo.
- 5-Knowledge and management of Quality concepts.
- 6-Clear recognition of the context, with its limitations and potential.
- 7-Will to deepen the application of the concept Quality in the management of the public.
- 8-Creation of the Sanjuanina Excellence space as a catalyst for the future task.

## **CONCLUSION**

Not only because with this chapter we will conclude our task, but also because we want to highlight certain considerations about the result of the exploratory work, we propose this last reflection.

There are too many transformations that globalization has produced and the exponential advances of technology, which is no longer enough to say that we are in a time of profound changes. There are so many consequences of these phenomena in society, institutions, culture and people that, like some thinkers, we are encouraged to say that we are facing a real change of era.

In this context, Civil Society institutions, private and public institutions face the challenge of responding to a society increasingly demanding greater quality in what they offer and produce, be these products or services.

In the case of the government of the Province of San Juan, it was decided to adopt the application of quality management models as a path of transformation towards continuous improvement.

The research has allowed us to recognize the leadership strategies used by officials to implement quality models in Public Management, according to the model of the Provincial Quality Award of San

Juan, based on 23 divisions

Although some similar characteristics have been reported among the public agencies that won the Provincial Quality Award of San Juan, research has shown that the model can be applicable in various types of departments, with varied structures and different profiles, achieving in all cases to boost the task among employees, increasing their commitment and motivation, with the consequent improvement in the services offered in each case.

The study allowed us to describe the different strategies implemented by the leaders of the public bodies that participated in the sample.

The work has also revealed several organizational and cultural factors that are present in the implementation of quality models in Public Management and associated strategies that led him to implement this methodology.

It finally closes in work with some relevant findings and the suggestion of improvement proposals that allow to consolidate and spread to a greater extent the philosophy of continuous improvement and quality, as a priority task within the public function.

## **FINDING OF THE INVESTIGATION**

### **1-The approach to quality in the political-philosophical perspective of public management**

The clearly identified improvements in the organisms that were the object of this research are closely linked to the application of a specific work scheme, with a systematic methodology that allows to clarify objectives, determine specific goals, set indicators, and periodically evaluate compliance with the same. This form of work, which is more frequent in the private sector, especially in companies, requires the acceptance of certain criteria of efficiency, opportunity and continuity over time, overcoming the excessively bureaucratic vision that usually defines public organizations.

### **2-Role of leadership**

One of the most important conclusions of the research is that for the implementation and development of quality systems in public management, leadership is fundamental, not only to promote them and make them be assumed as improvement dynamics, but for planning, development, implementation and monitoring of the processes involved in the management of the Model.

### **3-Resistances, inertias. Neutralize them or assume them?**

There were several arguments that expressed the difficulties faced when applying the Quality Model in the different structures. Several of them could serve to justify widely the impossibility of advancing with this type of projects. But the reality shows us that the number of organisms that present themselves to the Provincial Prize is increasing. The study showed that not always, these limitations could be neutralized and that, in most cases, they were creatively assumed seeking to complement other strategies so that their effect would not impact on the failure of the project.



#### **4-The problem of training**

Clearly, the insufficient training of the people who must implement the model (67.7%) is seen as a significant lack. This delays and slows the implementation of the model and does not allow the fullest use of its beneficial effects.

As a consequence of the study, the UCCuyo designed a Program for the development of High Performance Teams designed for public management and more specifically, for the people who participated in the sample. The proposal was so well received that the quota of 40 participants was filled in just a few weeks. This would show that the training problem is more linked to the lack of offer and training proposals than to the demand and the willingness of public employees to do so.

It would be advisable for public bodies that manage the model to define a clear strategy in this regard.

#### **5- Benchmarking**

One of the strategies of quality management models is to learn or inspire through the knowledge of those organizations that have managed to be successful by applying their good practices. Learn from the best or those who have solved problems similar to those in our workplace.

The participants of the research recognized its importance and some valued the spaces generated for the Focus groups because of the possibility of benchmarking.

The creation of the "Excellence San Juan" group promoted as a result of this research can be a valuable tool for exchange and benchmarking.

#### **6- It is necessary to propose new challenges and stages.**

The culture of quality and continuous improvement are strongly encouraged by competitiveness and the pursuit of individual growth. Competitiveness in the first instance with oneself, in order to demonstrate a path of personal growth and evolution in the face of one's activities and to demonstrate concretely the will to do things better and better. These purposes are projected to the structures where people perform their work.

In this sense, obtaining the Provincial Quality Award should not be seen as an end in itself. In fact we believe that it is not even the most important thing. Wealth, as this research has shown, is in the process for the presentation of the prize.

The expectation of winning the award is undoubtedly an intelligent incentive that is offered as a reward to those who have accepted the great effort involved in the application of tools that guarantee quality.

Therefore, it seems important to recommend both to those who already deserved the award, and to the authorities that manage it, to favor the actions that allow them to present themselves to the National Quality Award.

## **IMPROVEMENT PROPOSALS**

Below are some suggestions for actions that will deepen the concern for continuous improvement within the richness of the path traveled by the Secretariat of Public Management and by the 23 organizations participating in this study.

- 1-Promote greater linkage between the departments.
- 2-Greater monitoring / accompaniment of organizations.
- 3-Link with the National Quality Award as a continuation of the process of continuous improvement.
- 4-Deepen thematic Innovation within the process.
- 5-Promote teamwork and presentation to the competition "Team Competition" as a dynamic input for provincial agencies.
- 6-Deepen the training proposals.
- 7-Update the Provincial Model to Quality.
- 8-Improve the dissemination of the application of the model within Public Management.

## **PENDING ISSUES**

Research has allowed us to focus on the idiosyncrasy of the Public Sector, the way in which quality models are implemented, paying special attention to the strategies used by leaders to achieve it.

Some concerns arise about which we have not dealt with in this work and which would surely be a reason for future studies and which we share next in this space.

What is the reason why some public agencies refuse to apply quality management tools?

Are there other strategies / resources that allow the development of continuous improvement and what are currently being applied in public management?

What are the motivations that have driven people and organizations to develop their activity within the framework of quality management models?

What is the difference that exists in terms of structure, motivations and consequences of the application of models of excellence between the Public Sector and the Private Sector?

How can the difference between the models that use the model and those that do not apply it be measured through indicators and concrete results?

Are there differences between those who have implemented the San Juan model of excellence and that of other provinces, for example Chaco.

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