

THE USE OF DASHBOARD AS A MANAGERIAL INSTRUMENT IN THE COSTS FIELD WITHIN MINISTRY OF ADMINISTRATION AND INTERIOR

Ph.D. Student **Cristiana Nicoleta MIHAILA (SEMEN)**
The Bucharest Academy of Economic Studies

ABSTRACT

The dashboard, considered a method in public management, is to be found when, along the way, a follow-up on the degree of objectives achievement and on the level of attained results is desired, in order to guarantee a progress in the degree of substantiation in managerial decisions. At M.A.I. level there is a structure that implements at ministry of local public administration level, the standard system of methods and procedures used for the specific documents for public policy- marking and budget programmes.

The ministry objectives are presented by quality and quantity indicators that systemically demonstrate the way the public institution functions.

The top managers in public organization have as assignment to establish specific, measurable, accessible, relevant objectives. These must be correctly defined for each organization level.

KEYWORDS: *dashboard, cost, public organization, managerial instrument, objectives.*

The dashboard is an assembly of relevant information that refers to obtained results in the specific domain and presented in a synthetic, pre - established form and efficiently transmitted to the beneficiary.

From the definition presented above we can approach the dashboard term in two ways:

- Firstly it is a modality of rationalization of informational system that practically acts over all the main components (information, information circuits and fluxes, etc)
- Secondly, as managerial method with direct impact over time budget for managers and its structure.

Practically, the dashboard, seen as the method of public management, is found in the situation when you want to gradually follow the way the objectives are being fulfilled and the level the results are being obtained in order to assure an improvement for managerial decisions.

The conception of dashboard is a preparatory stage, but also a fundamental one in assuring the success of using this type of managerial instrument.

The Public Politics Unit functions at MAI level and it is the branch of Central System, without juridical personality, and has the general competency in upgrading the managerial capacity of the ministry in accordance to the legal procedures. Its major role is to improve the elaboration, implementation and coordination of documentations of public politics and budget programs and also to control and monitor the way these are applied by all the structures in their ministerial departments. At ministry and local public

administration, this implements the standard system of methods and procedures for elaboration of public politics documentations and specific budget programs.

The ministry objectives are presented by quantity and quality indicators that show through a systemic approach, the scope the public institution works throughout its two components:

- Order and security;
- Public administration.

The structures for order and public safety have been under a long process of institutional modernization using in parallel a unitary legislative structure which has been in accordance to the European legislative system.

Main documents for planning and strategically orientation for institutional developing have been elaborated: national and sectorial strategies, reorganizational concepts and action plans having as main purpose to apply the present objectives of Government Program. In the reform process many recommendations of European experts have been used during the monitoring realized during 2004-2006.

Specialized structures for the new types of criminality or particular types that European Union considered important at national level were created among the main structures of order and public safety.

Security structures for the information technology have been developed in order to meet the new challenges of information society and to answer the European standards in the domain of security of information.

Nowadays the structures of order and public safety have a new institutional architecture and fulfil the technical and professional standards that make them capable to efficiently answer to all the institutional cooperation channels at European Union level.

Important changes have been made at the level of order and public safety structures as regard as the attitude of managerial staff towards the distribution and efficiency of using the institution resources. The whole process of institutional change have been sustained by allocating the necessary resources in accordance to the principles of budgetary planning based on programs fundamentally identified by priorities and by the new position the structures of order and public safety must fill in the space of public service supplying.

As regard as the human resources segment, the politics in the domain followed to insure the structures with professional personnel with a large organizational culture having as main priority to raise the efficiency of the actions and quality of the services towards the population.

In order to fulfil the proposed objectives, MAI is developing a complex activity of coordinating and following the objectives fulfilment by the Unit of Public Politics. This structure centralizes information received from other units and completes after that specific charts for running the ministry. The most representative informational statements (dashboard's charts), grouped by the functions of public institution and their activities refer to:

- **Researching – developing function**

- 1. Managerial organization**

- 1. Denomination:* The managerial performances of the ministry;
- 2. Issuing by:* General Directorate for Operational Management;
- 3. Beneficiary:* General Manager /State Secretary/ Minister
- 4. Date of issuing:* the end of the year;
- 5. Date of transmitting:* the beginning of the next year;
- 6. Periodicity:* annual;
- 7. Presentation form:* chart of values

8. *It provides the following informational needs:*

- Information referring to the quality of approved decisions;
- Information referring to the quality of information;
- Information regarding the quality and efficiency of managerial implement;
- Information regarding the managerial methodology used in managerial change;
- Information regarding the management efficiency;

9. *The significant of main information:*

- The qualitative parameters of the decisions and information;
- The used methodologies;
- The management methods and technologies;

10. *The circuit/informational flux:* General Directorate for Operational Management - General Manager - State Secretary - Minister

11. *The used informational procedures:*

- Efficiency of the management = \sum of efficiency of the management compounds;

12. *Way of treatment:* manually or automatized.

2. Investments

1. *Denomination:* The dynamic of the investments of ministry level;

2. *Issuing by:* Directorate for Management and Administrative Logistics

3. *Beneficiary:* General Manager/State Secretary/Minister

4. *Date of issuing:* monthly, until the 20th of the month

5. *Date of transmitting:* monthly, until the 25th of the month

6. *Periodicity:* monthly

7. *Presentation form:* chart of values

8. *It provides the following informational needs:*

- Information regarding the objectives of investments;
- Information regarding the values, the duration and the spread out investments;
- Information regarding the implications of the investments over the efficiency of ministry activity;

9. *The significant of main information:*

- The value of investment;
- The financing source;
- The efficiency of investment;

10. *The circuit/informational flux:* Directorate for Management and Administrative Logistics - General Manager - State Secretary - Minister

11. *The used informational procedures:*

- The efficiency of investment = obtained incomes – costs;

12. *Way of treatment* – automatized.

- **Financial – accounting function**

1. A. Financial function

1. *Denomination:* Ministry annual accounting balance - realized

2. *Issuing by:* General Directorate for Finance

3. *Beneficiary:* General Manager/State Secretary/Minister

4. *Date of issuing:* annually

5. *Date of transmitting:* annually

6. *Periodicity:* annually

7. *Presentation form:* chart of values

8. *It provides the following informational needs:*

- Information regarding the frame of expenses into the budgeting allocations;
- Information regarding the situation of debts and dues;
- Information regarding the fixed assets;

9. *The significant of main information:*

- Budgeted expenses – realized expenses – outs of – causes;
- Budgeted incomes – realized incomes – outs of – causes;
- Budgeted results – realized results – outs of – causes;

10. *The circuit/informational flux:* General Directorate for Finance - State Secretary - Minister

11. *The used informational procedures:*

- Monthly accounting balances - analytic and synthetic

12. *Way of treatment:* automatized.

1. B. Accounting function

1. *Denomination:* Cash-flow

2. *Issuing by:* General Directorate for Finance

3. *Beneficiary:* General Manager/State Secretary/Minister

4. *Date of issuing:* quarterly and annually

5. *Date of transmitting:* 25th of the month of the next semester;

6. *Periodicity:* quarterly and annually;

7. *Presentation form:* chart of values

8. *It provides the following informational needs:*

- Information regarding to cash inflow from operational activities, investments and financing ;
- Information regarding to cash outflow from operational activities, investments and financing;
- Information regarding to cash flow provided from operational activities, investments and financing;

9. *The significant of main information:*

- Cash-in (received payments from clients);
- Cash – out (payments with suppliers and personnel, payments for the state budget);

10. *The circuit/informational flux:* General Directorate for Finance - State Secretary - Minister

11. *The used informational procedures:*

- Treasury net flux = cash-inflow (operational, investment and financing) - cash outflow (operational, investment and financing);

12. *Way of treatment:* automatized.

2. Budgetary

1. *Denomination:* The General Budget of Ministry - realized

2. *Issuing by:* General Directorate for Finance

3. *Beneficiary:* General Directorate for Finance/State Secretary/Minister

4. *Date of issuing:* annually, after the approval of Budget Law;

5. *Date of transmitting:* annually, after the approval of Budget Law;

6. *Periodicity:* annually;

7. *Presentation form:* chart of values

8. *It provides the following informational needs:*

- Information regarding the incomes, expenses and budgetary results;
- Information regarding the above dynamic during the financial year;

9. *The significant of main information:*

- Budgeted expenses – realized expenses – outs of – causes;
- Budgeted incomes – realized incomes – outs of – causes;
- Budgeted results – realized results – outs of – causes;

10. *The circuit/informational flux:* General Directorate for Finance - State Secretary - Minister

11. *The used informational procedures:*

- Formulas for budget indicators;

12. *Way of treatment:* automatized.

Like any other planning system, the management by objectives used in Ministry of Administration and Interior is based on developing of a series of well delimited stages: identifying the objectives (including their definition), time lines for their completion, use of auto control system and periodically revision, evaluation of the performances, stages that we have presented by dashboard.

But every manager should pay attention and analysis time for the report between the implied costs and efforts and the potential benefits identified on the three organizational levels: high level, operational level and individual level. This last stage represents the essence of the programs and consists in assigning the objectives based on collaboration between the departments.

The dashboard has a different content from one level to another managerial level, completed and sequentially transmitted “from down to upside”, from basic information where the primary charts are made. At the “2nd Floor” – operational level – the information have a higher aggregation grade and allow the tactic and strategic decisions to be fundamented and adopted. The top manager on the last level receives the synthetic information that has a large managerial and economic charge for adopting the strategic decisions with great impact for the future of the ministry.

Planning, an activity orientated to the future, represents the main instrument the managers use for facing the often changes the organization they are running confronts with.

At ministry level, the implementation, but especially the achievement of objectives needs a considerable period of time taking in consideration that the objectives established by government program, by documents of public politics and budget programs changed the attitude of implied managers. The temporal managers’ dimension was reconsidered at all its levels, more attention being provided to diagnostics, as source of information regarding to its best points, weak points and causes that generate them. Individual tasks and objectives specifically to the job have been reconsidered, applying specific informational needs in a new manner.

The top managers have in the public organization as main task to establish specific, measurable, accessible, relevant and temporized objectives. These must be defined correctly at each organizational level.

The advantages of using the dashboard, as modern managerial instrument in the public institution are many as:

- The enhancement of managerial responsibility at each level in accordance to the specific activity;
- The supply of high efficiency and quality reports to different directorate and departments;

- Approaching the managerial information to a high level, in a complex and systematic vision, facilitating efficiently and effectively.
- Using objective criteria of evaluation and assuring the equity of evaluation process by using a set of performance indicators specifically to each position.
- The elimination of redundancies, established control and easy communication, in real time, at all decisional levels in the institution with all categories of public;
- The implementation of “general interest” which consists in interdependence of the actions in accordance to the politic interest, allocated resources, and social relations.
- To accent the management and economic decentralization within the organization;
- To professionalize the management until its inferior levels.

Pursuant to presented above, the public management endorsed to take up the quality of the actions, by exploiting new accounting administration, to attenuate particular tenseness of organizing and to better the communication system with the outside.

Comparative to private organizations, the public administration must use as well as possible the affected resources. Its efficacy is appreciated especially reference to the grade of achieving the objectives established by elected persons and not by the simple financial “profitableness”.

Besides advantages, the use of dashboard generates also some limits, limits that refer to the big volume of work for picking up the information and fill in the charts (especially when this is made manually) and of high cost in case its completion is made by electronic instruments.

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