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IMPLEMENTATION OF THE INTEGRATED MANAGEMENT SYSTEM (QUALITY-ENVIRONMENT) IN THE CITY HALL OF BUCHAREST

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Abstract:

The present research aims to highlight the importance of implementing the Integrated Management System (IMS) in the General City Hall of Bucharest and, thus, producing positive effects such as: efficient allocation of resources by improving forecasting and planning, increasing the quality of services provided to citizens, improving communication between departments of the institution, reducing the number of complaints made by citizens about the quality of public services, changing the organisational structure by resizing the departments of the institution, increasing the transparency of the decision-making process.

The research is based on the combined use of several methods: analysis of official documents (reports, analysis of performance indicators that are established at the level of each department within the City Hall of Municipality of Bucharest (PMB) according to the services they provide to customers/citizens and are reported periodically, being a key tool for the management of the organisation) and opinion survey based on the questionnaire addressed to civil servants within the City Hall.

The results prove that the maintenance and improvement of the Integrated Management System in the PMB requires a permanent involvement of the management of the directorates for the implementation of the processes carried out in the institution.

Keywords: integrated management system, EN ISO 9001: 2015 standard, quality management, Bucharest City Hall

JEL Classification: L38, M12

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INTRODUCTION

The quality of public services results from the degree to which the permanent needs and interests of citizens are met and is determined by the resources used to provide public services, the comfort provided, or the effect they have on the community. The user of a public service can be considered both a beneficiary and a 'shareholder' of the entity providing that service because he or she contributes taxes as a taxpayer. This is not the case in the private sector.

Quality is an issue that affects all processes in an organisation. In public administration, quality is a specific aspect of the relationship between the public institution or authority and all actors involved in the delivery of a product or service, be they executive, managerial, or senior civil servants. Therefore, quality must be aware and assumed by everyone (Oprean C., Kifor C.V., Suci O., Alexe C: 2012).

The importance of implementing quality management in public institutions/authorities is analysed by increasing the level of satisfaction of citizens, rational use of human and material resources, improving the transparency of the administrative act, and increasing the quality of services provided by the administration.

At the governmental level, the "Action Plan for the phased implementation of quality management in public authorities and institutions 2016-2020" was created, a strategic document that includes guidelines for the use of quality management in public administration in Romania. The plan is in line with the action

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directions of the Strategy for Strengthening Public Administration 2014-2020 and is supported by the Thematic Working Group "Quality Management and Public Services" established within the SCAP 2014-2020 implementation coordination mechanism.

The European Public Administration Network (EUPAN) and the Innovative Public Service Group (IPSG) have an important influence on the development of quality management in public administration through the projects they implement at the national level.

The research aims to analyse the application of ISO standards related to quality management in the General City Hall of Bucharest, specifically the EN ISO 9001:2015 standard.

This international standard involves the process-based approach that incorporates the "Plan-Do-Check-Act (PDCA)" cycle and risk-based thinking.

The process-based approach allows the public institution to plan its processes and their interactions. The PDCA cycle allows the institution to ensure that processes are properly managed, and have adequate resources allocated, and opportunities for improvement are identified.

The public organisation must establish, implement, maintain and continuously improve a quality management system and identify process inputs and outputs, determine the sequence and interaction of processes, identify and apply the methods required to operate and control them effectively, determine the resources required and ensure their availability, address the risks and opportunities that have been identified, evaluate these processes and implement any changes required to achieve the expected results.

It is also necessary to distinguish between the 'quality' of the conception/design of a public service and the 'quality' of the provision of a public service, in the first case, that of the conception of a public service, quality is not just a way of thinking, but refers to a set of principles and methods aimed at satisfying the internal and external customer at the lowest cost. When we look at service delivery to the external customer, quality implies setting up and promoting a flexible organisational structure that responds to citizens' demands. In this case, an orientation towards change and quality outcomes is required through changes in staff behaviour, attitudes, and values.

The structure of the paper includes in the first part a presentation of the main concepts used (quality of public services, quality management system) and in the second part the results of the application of EN ISO 9001:2015 in PMB, the problems found after the application and the corrections made are identified.

1. LITERATURE REVIEW

The quality of public services involves both compliance with rules laid down in laws, regulations, and standards and the involvement of all members of a community in achieving and improving it.

The concept of total quality is a relatively new one; having been used by one of the forerunners of quality management, Armand V. Feigenbaum, this concept encompasses much more than the quality of the service or product offered, focusing on the entire activity of an enterprise.

The notion of quality management system is defined by the International Organization for Standardization as "a set of interrelated or interacting elements by which an organisation is guided and controlled with respect to quality" (SR EN ISO 9000:2006). Quality management systems. Fundamental principles and vocabulary).

The notion of quality and the multitude of issues related to its achievement have been of constant concern to society, which is why the specialised literature provides a considerable number of definitions given to the concept of quality, in which it is considered as "degree of usefulness", "conformity with requirements", "a certain level of satisfaction of customer requirements", "a systematic approach to excellence", "conformity with specifications" (Pop C: 2007, Drăgulănescu N., Drăgulănescu M.: 2003, Paraschivescu A. C.: 2008, Ioniță I.: 2008, Dobrin C.: 2005)

The many definitions of the term quality found in the literature have in common the reference to the customer and implicitly to the full satisfaction of his needs. For example, in 1993, the Romanian-born

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American engineer Joseph Moses Juran defined quality as "the set of characteristics of a product that satisfy customer needs and, consequently, make the product satisfactory".

"There are two perspectives that aim to increase the quality of a service: from the organisational point of view, there is the desire to survive in the market, and from the citizens' perspective, there is the desire to obtain a better quality of service" (Mina-Raiu L. and Negreanu V.: 2020).

A definition of quality in the field of public administration was formulated by Ernst Maragall who said that it "means the provision of services according to the citizen's requirements"(Maragall:1992). It is complex and dynamic in nature (Pop C.:2007). The complex nature is given by the multitude of social, economic, aesthetic, psychosensory and technical-functional characteristics, and the dynamic nature of quality is found in its content, which is constantly evolving in line with the needs and demands of the consumer, but also with technical and scientific progress (Paraschivescu A.C.:2008).

Nicolae Drăgulănescu defines a quality management system as "a management system that guides and controls an organisation in terms of quality" (Drăgulănescu C.: 2003).

The essential purpose of the quality management system is to achieve customer satisfaction by focusing on efficiency, eliminating defects, preventing non-conformities, adopting continuous improvement measures and demonstrating the organisation's ability to systematically produce products and services to the required specifications.

The quality management system is also defined in the literature as "the set of organisational structures, responsibilities, procedures, processes, and resources aimed at keeping an organisation under control in the field of quality" (Paraschivescu A. C.: 2008, Moldoveanu G., Dobrin C.: 2005, Pop C.: 2007, Băleanu V.: 2013).

The objectives of a quality management system are achieved through four processes, namely: the specialisation of quality responsibilities through functions and organisational structures, the creation of an information system that provides employees with clear indications of what they need to do to achieve the objectives, the achievement of the required results through projects and action plans, and control through benchmarking, audits, and feedback.

Quality objectives should be general, concrete, and specific and can be about increasing customer satisfaction, increasing employee satisfaction, and improving the organisation's processes.

Implementing a quality management system provides the assurance that the same methods and information are used and applied to every process performed. The quality management system must be integrated into every area of activity of every organisation and is even called a real 'vehicle' for change.

The responsibility for implementing quality management lies with the managers, but it also involves the participation of all members of the organisation. Quality is demanded, on the one hand, by the beneficiaries of services and goods who have become more demanding and better informed about the alternatives available, by the competition between economic operators at local, national, regional, and global level in order to attract and retain a large segment of the population, and, on the other hand, by the continuous increase in the technicality, complexity, and performance of goods, services, and processes.

Quality management is about guiding a business or organisation towards performance at all levels. Thus, there are 8 basic principles to be respected, these are (Ionita I.: 2008, Dimeny G: 2011, Filip N.: 2004, Olaru M: 2000).

- Customer orientation (Every organisation depends on its customers, which is why it needs to identify the needs they have today and those that may arise in the future. In order to apply this principle correctly, the organisation must have a good understanding of the customers to whom it offers products and services, and their interests and needs).
- Leadership involvement (Leaders of an organisation must create the 'vision, mission, strategy, policy, and quality objectives' and have an obligation to monitor their achievement and take action if nonconformities are detected).

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- Staff involvement (A central element in an organisation is the staff at all levels, and their full involvement ensures that the skills of all workers contribute to maximising the organisation's results).
- Process-based approach (With this approach, the focus is on customers and increasing customer satisfaction by identifying those key processes in the organisation and further developing them for continuous improvement. The process-based approach includes steps such as identifying those processes to be implemented by the organisation, keeping them under control, and continuously improving their effectiveness).
- Management as a system approach (The way in which this process is carried out and its results are regularly reviewed by the quality committee. It reports to management on the achievement of the quality objectives and determines what further action will be taken).
- Continuous quality improvement (According to this principle, an organisation should aim for continuous improvement of all the processes it carries out, at every stage of product realisation. This process of continuous improvement "must be addressed and repeated according to the PEVA cycle).
- Fact-based approach to decision making (In an organisation, decisions that are made must be based on carefully verified data and information. According to this principle, an effective decision is based on factual information, analysed in advance from a logical and intuitive point of view. The documents from which this information is derived must have procedures in place for its preparation).
- Mutually beneficial relationships with suppliers.

2. RESEARCH METHODOLOGY

The aim of the research is to identify the results of the application of this standard in the institution, the problems found after the application, and the corrections made.

Specific objectives:

- Identify the existing problems in the institution.
- Identify the documents required by the integrated management system in order to fulfil the policy and achieve the quality objectives and their importance.
- Identification of strengths and weaknesses, as well as threats and opportunities related to the implementation of quality management in the City Hall of the Municipality of Bucharest (P.M.B).,
- Analysis of the opinion of civil servants in the City Hall by applying a questionnaire on the importance of implementing the standard.
- Identification of proposed solutions to address the identified problems.

The research is based on the combined use of several methods: analysis of official documents (reports, analysis of performance indicators that are established at the level of each department within the Municipality of Bucharest according to the services they provide to clients/citizens and are reported periodically, being a key tool for the management of the organisation) and opinion survey based on a questionnaire addressed to public officials within the Municipality of Bucharest.

3. PRESENTATION OF THE IMPLEMENTATION OF THE INTEGRATED MANAGEMENT SYSTEM IN THE CITY HALL OF BUCHAREST (PMB)

On 19 May 2004, the City Hall of Bucharest was certified by Lloyd's Register Quality Assurance (LRQA), through the authorisation certificate no. 170500, in accordance with the ISO 9001:2000 Quality Management System standard. In 2015, on 20 July, P.M.B. was certified according to the standard on the Environmental Management System ISO 14001:2005.

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The two systems functioned separately until 2007, and since 2007 a new phase of merging environmental and quality documentation has been implemented. Thus, since 2007 the entire activity of the Bucharest City Hall is structured on processes, projects, programmes, processes usually crossing several organisational units.

The Organisational and Functioning Regulation approved by Decision of the General Council of Municipality of Bucharest (H.C.G.M.B). no. 83/2007 established the list of functions performed by the City Hall of Bucharest (list of processes) and the responsibility of the organisational units for the design (P), the coordination of the execution (C), and the participation in the execution of these processes (E).

In the period 2011-2018, the list of these processes underwent the following changes :

- In 2011 - by the Order of the General Mayor, a number of 373314 processes were registered ;
- In 2012 - by the Order of the General Mayor, a number of 112305 processes were registered;
- In 2014 - by the Order of the General Mayor, a number of 519 276 lawsuits were registered;
- In 2018 - by the Order of the General Mayor, a number of 852 270 lawsuits were registered.

The Organisational and Operational Rules are a summary of the Operational Manual, each version of the Organisational and Operational Rules providing for the obligation to update this manual.

The Operational Manual manages through the SIVADOC software the processes of the Municipality of Bucharest, the organisation chart, resources, activities, and relations between them, offering the possibility of a detailed and consistent analysis of how the organisation can function.

During the period 2008-present, in PMB, sustained activities have been carried out in order to maintain an Integrated Management System (IMS) thus providing the organisation with a multidimensional view of all stakeholders' needs and strengthening its capacity to understand, meet, and satisfy their existing and potential needs.

The Audit and Quality Management Directorate is the directorate within P.M.B. that implements, maintains, and continuously improves the SMI in order to meet the policy and objectives set out in the organisation's Quality and Environmental Co-Directive Statement and Commitment. It also plans, organises, and coordinates internal quality and environmental audits, as well as quality audits of the organisation's service providers and public institutions of local interest at the request of the organisation's leader.

Within the City Hall of the Municipality of Bucharest (P.M.B), the designed SMI is applied in all departments and for all established processes in compliance with the applicable legal provisions, and is documented in order to fulfil the policy and achieve the quality and environmental objectives so that:

- the services provided meet the requirements, needs and expectations of customers/citizens and the applicable legal provisions,
- environmental performance is improved in order to increase the organisation's prestige, awareness, and ownership of environmental protection issues and compliance with relevant legislation.

The documentation of the integrated management system (quality-environment) of the P.M.B. includes the following:

1. **"Declaration and Commitment of the General Mayor of the Municipality of Bucharest in the field of quality and environment"** - this sets out the strategic objectives of the organisation and the management's commitment in the field of quality and environment;

2. **"Integrated Management Manual (quality-environment)"** - describes the SMI applied to the specific field of activity of this organisation and reflects all the elements of this system related to the processes carried out in the organisation. It is drawn up and applied for the following purposes:

- a. to disseminate the quality and environmental policy;
- b. to present the organisational structure of the organisation;
- c. to describe the integrated management system adopted by the organisation;

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- d. to demonstrate compliance of the adopted integrated management system with the reference standards;
- e. to demonstrate compliance of the integrated management system with the quality and environmental protection requirements in contractual situations.

The Integrated Management Manual applies to the processes and organisational structures within the organisation involved in the provision of local public administration services, in accordance with the requirements of the legal provisions, addressing the members of the management team and all staff in the organisation, specifying the objectives necessary to synchronise the efforts to form and use a unified concept concerning the achievement of quality and environmental protection.

3. General and specific procedures - the whole activity of the organisation is structured on processes, projects, and programmes. Processes usually cross several organisational units. The process management approach aims to achieve the end result under conditions of possible disruption between the organisational units involved in the process.

Within the organisation, the following main categories of processes are identified: leadership, core value chain, external relationship management, and support processes.

- Leadership processes consist of the following subprocesses: development, structure design, process management, and human resource management.
- The main value chain processes consist of the following subprocesses: community development, regulation, regulation, inspection, and control.
- The external relationship management processes consist of the following subprocesses: supplier relationship management, collaboration relationship management, beneficiary relationship management, events and protocol, image promotion.
- The support processes are made up of the following subprocesses: infrastructure management, financial-accounting management and recording, information management, information systems management and other internal services.

The documentation relating to each process identifies:

- a. criteria and methods of execution and control;
- b. process administrators, process managers, and process executors;
- c. the tools, information, and resources required to support the execution and control of the processes;
- d. the monitoring and measurement required to ensure compliance of the services provided with the requirements and effective operation of the processes;
- e. measures and actions required (resulting from process measurements, monitoring, and analysis) to achieve planned results and continuous process improvement.

4. Process/activity specific planning documents based on the strategic objectives stated in the quality and environmental policy, and specific quality objectives are established. These are the means by which the continuous improvement of the quality of the processes carried out in the organisation and the continuous improvement of environmental performance are ensured.

The management representative coordinates the planning process that addresses:

- a. setting specific objectives for relevant functions and levels in the organisation and monitoring their achievement;
- b. operating and controlling specific processes/activities effectively;
- c. ensuring system integrity in the event of organisational or functional changes that may influence its functioning.
- d. developing the Environmental Management Programme on the basis of the policy and the environmental objectives and targets derived therefrom.

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5. **Quality and environmental records** are generated in order to demonstrate compliance of services/processes with specified requirements and to verify the effective functioning of the EMS.

In order to produce accurate and complete records, standard or proprietary forms shall be used, which by their format ensure: identification of the record and the functions involved in their preparation/verification/approval; identification of information and data relevant to the purpose for which the record was prepared.

The record types and the responsibilities of the persons involved are described in a general procedure developed within the organisation entitled 'Records Management' and in the working instructions related to the process.

The following criteria were used as the basis for the MRS documentation: type, diversity, and complexity of the processes and services provided.

Documentation, applicable regulations within the BMP, and other documents from the external environment are kept under control in this way:

- documents are reviewed and approved by the responsible stakeholders before being issued;
- valid versions of the acts are available in all places where they apply;
- acts are uniquely identified and remain legible throughout their use;
- updates to documents are made in a controlled manner and are subject to the same endorsement/approval route as the original documents. Once approved, updated versions are re-distributed;
- documents originating from the external environment are identified and disseminated in a controlled manner (where appropriate);
- obsolete documents are promptly withdrawn from all dissemination sites.

All documents and data managed in the P.M.B. IT systems are protected, thus ensuring their security and controlled access.

Performance indicators are established at the level of each department within the Municipality of Bucharest according to the services they provide to clients/citizens and are reported periodically, representing a key tool for the management of the organisation that initiates corrections, corrective actions, identifies risks and continuously improves the way the organisation works by modifying processes and documenting them in documents called procedures.

Following the internal and external quality-environment audits carried out within the Municipality of Bucharest, it was found that the Integrated Management System (quality-environment) is implemented, maintained, and improved so that the organisation maintains its LRQA certification for the Management of Local Public Administration Services. The maintenance of the certification was confirmed by LRQA after the recertification audit in May 2020.

Through this system, the aim is to ensure that customer requirements and needs are understood and met in order to increase customer satisfaction.

4. THE RESULTS OF THE OPINION SURVEY AMONG CIVIL SERVANTS OF CITY HALL OF BUCHAREST CITY HALL

The following aspects were analysed through the questionnaire: the way in which civil servants perceive the level of trust of citizens in the City Hall of Bucharest, the level of transparency existing within the City Hall of Bucharest, the level of quality of public services provided, and the importance of implementing quality management within the institution.

The questionnaire was answered by 300 civil servants from the City Hall, and the first three questions were related to how civil servants know the citizens' opinions about the services provided, their satisfaction, and

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the trust citizens have in the City Hall of Bucharest. On these aspects, civil servants have a positive opinion.

In the other 15 questions concerning the factors that would influence the provision of quality services by the PMB with regard to the efficiency of the management of the institution, the existence of an organisational culture, the equipment with which the institution is equipped, the spatial arrangement and the general appearance of the institution, the response time to citizens' requests and the quality of the answers given (correct, documented), the variety of means of information, the promptness of the response, the friendliness of the staff, the importance of implementing quality standards and the EN ISO 9001:2015 standard, the civil servants consider that there are many aspects to improve, namely:

- the equipment with which the institution is equipped, because it is old and no longer meets the new requirements. New computers, laptops, printers, and activity-specific IT systems need to be purchased. IT training courses are also required, both operational and maintenance (for those working in the IT department).
- the time to respond to citizens' requests, due on the one hand to the lack of equipment, and on the other hand to the departure of some senior staff over the last 4 years, due to the change of management at directorate level and the high workload, and the new staff need time to learn the work of the structure, which leads to many of the more complex requests being assigned to senior staff.
- the programme is no longer flexible, nor can they take teleworking in many directorates due to the nature of the work.

A number of errors have been resolved in terms of the document circuit, communication with citizens at the counter and online for requests requiring a response from several departments, the variety of the institution's means of information, a series of procedures have been drawn up for each department, a new web page of the institution has been created, much more simplified, and with better systematised information. Further training courses were held to improve the work carried out.

The most important aspects considered by civil servants for providing a quality service are: the efficiency of the institution's management, the kindness with which citizens are treated, the knowledge they have to respond to citizens' requests, the promptness with which they provide answers, the way in which the institution's representatives take into account and respond to citizens' complaints, the priority with which problems raised by citizens are dealt with, the trust they inspire in citizens, the respect of deadlines for providing an answer, the variety of means for providing information.

Tabel 1 Citizens' confidence of the services offered in the City Hall of Bucharest

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	12,2%	37
To a large extent	47,3%	142
To a Small extent	23,2%	70
To a Very small extent	2,4 %	7
NS/NR	14,9%	44

Source: Author, 2023

Tabel 2 Do you know if your institution has measured the satisfaction of citizens with the services provided?

Degree of satisfaction	Percentage	Frequencies
Yes	54,9%	165
No	45,1%	135

Source: Author, 2023

Tabel 3 Are the services offered by the City Hall of Bucharest focused on the interests of citizens?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	29,3%	88
To a large extent	47,6%	143
To a Small extent	20,7%	63

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Degree of satisfaction	Percentage	Frequencies
To a Very small extent	1,2%	3
NS/NR	1,2%	3

Source: Author, 2023

Table 4 Do you consider that the provision of quality services by your institution is conditioned by the efficiency of the institution's management?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	43,8%	132
To a large extent	39,2%	117
To a Small extent	12,4%	37
To a Very small extent	2,0%	6
NS/NR	2,6%	8

Source: Author ,2023

Table 5 Do you consider that the provision of quality services by your institution is conditioned by the organisational culture?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	65,4%	195
To a large extent	28,2%	85
To a small extent	3,9%	12
To a Very small extent	2,6%	8
NS/NR	0%	0

Source: Author, 2023

Table 6 Do you consider that the provision of quality services by your institution is conditioned by the equipment with which the institution is equipped?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	54,2%	162
To a large extent	37,3%	112
To a Small extent	3,9%	12
To a Very small extent	0,7%	2
NS/NR	3,9%	12

Source: Author, 2023

Table 7 Do you consider that the provision of quality services by your institution is conditioned by the layout and general appearance of the institution?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	43,8%	131
To a large extent	39,2%	118
To a Small extent	12,4%	37
To a Very small extent	2,0%	6
NS/NR	2,6%	8

Source: Author, 2023

Table 8 Do you consider that the provision of quality services by your institution is conditioned by the flexibility of working hours with the public?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	60,8%	182
To a large extent	32,0%	96
To a Small extent	2,0%	6
To a Very small extent	0,7%	2
NS/NR	4,6%	14

Source: Author, 2023

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Table 9 Do you consider that the provision of quality services by your institution is conditioned by the response given by the institution's representatives to citizens' complaints and suggestions?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	56,1%	168
To a large extent	31,7%	95
To a Small extent	4,9%	15
To a Very small extent	3,7%	11
NS/NR	3,7%	11

Source: Author, 2023

Table 10 Do you consider that the provision of quality services by your institution is conditioned by the variety of information means (notice board, website, telephone, counter, panels) offered by your institution?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	39,8%	120
To a large extent	44,9%	135
To a Small extent	12,2%	36
To a Very small extent	1,0%	3
NS/NR	2,0%	6

Source: Author, 2023

Table 11 Do you consider that the provision of quality services by your institution is conditional on the timeliness of a response to a problem addressed to your institution?

Degree of satisfaction	Percentage	Frequencies
Very great extent	30,7%	92
Great extent	49,4%	148
Small extent	16%	48
Very small extent	3,9%	12
NS/NR	0%	0

Source: Author, 2023

Table 12 Do you consider that the provision of quality services by your institution is conditioned by the priority with which problems raised by citizens are dealt with?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	33,9%	102
To a large extent	45,6%	136
To a Small extent	8,2%	25
To a Very small extent	10,3%	31
NS/NR	2,0%	6

Source: Author, 2023

Table 13 Do you consider that the provision of quality services by your institution is conditioned by the way the institution's employees take into account the problems raised by citizens?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	49,4%	148
To a large extent	30,7%	92
To a Small extent	16%	48
To a Very small extent	3,9%	12
NS/NR	0%	0

Source: Author, 2023

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Tabel 14 Do you consider that the provision of quality services by your institution is conditioned by the promptness with which employees provide answers?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	53,7%	163
To a large extent	34,2%	103
To a Small extent	8,4%	26
To a Very small extent	1,2%	4
NS/NR	1,2%	4

Source: Author, 2023

Tabel 15 Do you think that the quality of the services provided by your institution is conditioned by the trust that your employees inspire in citizens?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	44,7%	134
To a large extent	40,6%	122
To a Small extent	3,1%	9
To a Very small extent	8,4%	25
NS/NR	3,2%	10

Source: Author, 2023

Tabel 16 Do you think that the quality of the services provided by your institution depends on the kindness with which citizens are treated?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	58,8%	175
To a large extent	35,3%	107
To a Small extent	2,4%	7
To a Very small extent	1,2%	4
NS/NR	2,4%	7

Source: Author, 2023

Tabel 17 Do you consider that the implementation of quality standards has improved the work of the institution?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	45,8%	137
To a large extent	42,5%	128
To a Small extent	7,8%	23
To a Very small extent	1,3%	4
NS/NR	2,6%	8

Source: Author, 2023

Tabel 18 Do you consider that the implementation of EN ISO 9001:2015 will lead to the identification and correction of errors?

Degree of satisfaction	Percentage	Frequencies
To a Very large extent	44,4%	133
To a large extent	34,0%	102
To a Small extent	12,4%	37
To a Very small extent	0,7%	2
NS/NR	8,5%	26

Source: Author, 2023

Professional training, management of the institution, and kindness of employees are fundamental aspects in the perception of civil servants.

The creation of a pleasant and communication-friendly environment where citizen-public servant interaction takes place and the existence of an organisational culture also play an important role.

The efficiency of the institution's management, the knowledge that the institution's employees have to respond to citizens' questions and requests, and the response that the institution's representatives give to

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citizens' complaints and suggestions are extremely important aspects that shape the quality of the service provided.

Civil servants consider that the implementation of a quality system within the public institution helps to identify errors and find solutions to remedy them and offers the possibility to evaluate the activity of the public institution periodically.

5. CONCLUSIONS AND RECOMMENDATIONS

The implementation of the integrated management system (quality-environment) in the Bucharest City Hall has proved over time to be very important to achieve performance, as the organisation pursues quality in everything it sets out to achieve. Performance is measured by the level of achievement of objectives (fulfilment of technical and functional specifications, cost compliance, time compliance) expressed through performance indicators.

Maintaining the Integrated Management System (quality-environment) within the Municipality of Bucharest ensures a multidimensional view of all stakeholders' needs and strengthens the organisation's ability to understand, meet, and satisfy the existing and potential needs of all stakeholders (citizens, local community, employees, etc.) in line with European requirements in order to achieve the organisation's strategic objectives.

The implementation of the Integrated Management System has produced over time (from the certification of the system in 2004 to the present) changes in the organisation in terms of the following:

- redefining the potential of the organisation by mobilising for quality (creation of working teams to analyse problems arising in this process, appointment of Integrated Management Managers - quality - environment, creation of a specialised structure - Audit and Quality Management Department to manage specific quality management tasks and to submit to the organisation's management all the information necessary for the effective implementation of the strategic approach to quality), creation of a strategic vision for the continuous improvement of the organisation, and the design of a quality measurement system using performance indicators;
- reinventing the mindset of the staff within the organisation by emphasising the social side of the organisation's performance by bringing the citizen and his or her demands to the fore;
- redesigning the organisation's portfolio by developing an open communication system allowing the free circulation of formal and informal messages on the network (Sivadoc document management application, internal application for managing messages between the organisation's employees and the outlook system - installed on every computer in the organisation);
- restructuring of the organisation by developing the quality infrastructure to facilitate communication and increase accountability through a documentation system that has been continuously improved so far according to: situations that have arisen over time and have prompted department heads to propose remedial/corrective measures and improvements to general/specific procedures, legislative changes, and requirements from the changing society.

A quality management system implemented in an organisation is one of the most effective tools in introducing a quality mindset among employees.

In order to maintain and improve the Integrated Management System within the Municipality of Bucharest, the following are necessary:

- a permanent involvement of the management of the directorates for the implementation of the processes carried out in the B.M.P.;
- Integrated Management Managers should be appointed taking into account: authority in the directorate, availability for this activity, ability to mobilise staff;
- Management should be encouraged to make maximum use of the existing IT system;

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- The functionality and performance of the IT system will be adapted to cope with the anticipated increase in processing volume;
- Recommendations, proposed as improvement measures, resulting from internal quality and/or environmental audits should be taken into account by Directorate management to improve the work carried out.

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