

DOI: 10.12731/2218-7405-2013-7-40

POSSIBLE APPROACHES TO IMPROVEMENT OF INSTITUTIONAL TOOLS OF THE QUALITY MANAGEMENT SYSTEM IN THE SPHERE OF HOUSING AND COMMUNAL SERVICES

Nerovnja T.N., Obojmova N.T.

The purpose of the article is to study the main criteria and system of monitoring the quality of housing and communal services.

In the course of the research the main factors forming the quality of providing housing and municipal services, such, as quality of housing and degree of its wear, quality of the materials used in the course of rendering repair housing and municipal services, qualification of the personnel are revealed. In the article, criteria of quality for housing and municipal services are systematized, and the analysis of possibility of application of the international quality management system at the enterprises of a housing and municipal complex is carried out.

The possibility of applying the rating system in the practice of managing the system of housing and municipal services by the local authorities is considered.

By the results of the research it is possible to draw the following conclusions: for scientists there is a necessity of further development of economic mechanisms for the use of modern methods and instruments of quality management of utility services; for local authorities – to control and timely focus on the consumer (population) in terms of the use and implementation of the principles of the international standard of quality in relation to housing and communal services, and the rating in order to improve the quality of rendered services.

Keywords: housing and communal services; quality of housing and communal services; institutional instruments and criteria for monitoring the quality of housing and communal services.

**ВОЗМОЖНЫЕ ПОДХОДЫ К СОВЕРШЕНСТВОВАНИЮ
ИНСТИТУЦИОНАЛЬНОГО ИНСТРУМЕНТАРИЯ
СИСТЕМЫ МЕНЕДЖМЕНТА КАЧЕСТВА
В СФЕРЕ ЖИЛИЩНО-КОММУНАЛЬНЫХ УСЛУГ**

Неровня Т.Н., Обоймова Н.Т.

Целью статьи является изучение основных критериев и системы мониторинга качества жилищно-коммунальных услуг.

В процессе исследования выявлены основные факторы, формирующие качество предоставления жилищно-коммунальных услуг, такие, как качество жилья и степень его износа, качество материалов, используемых в процессе оказания ремонтных жилищно-коммунальных услуг, квалификации персонала. В статье систематизированы критерии качества для жилищно-коммунальных услуг, проведен анализ возможности применения международной системы менеджмента качества на предприятия жилищно-коммунального комплекса.

Рассмотрена возможность применения рейтинговой системы в практике управления системой жилищно-коммунальными услугами со стороны местных органов управления.

По результатам исследования можно сделать выводы: ученым - о необходимости продолжить дальнейшую разработку экономических механизмов использования современных методов и инструментов управления качеством ЖКУ, органам местного самоуправления - контролировать и своевременно ориентироваться на потребителя (население) в плане внедрения и использования принципов международного стандарта качества применительно к ЖКУ и проведения рейтинговой оценки в целях повышения качества оказываемых услуг.

Ключевые слова: жилищно-коммунальных услуги; качество жилищно-коммунальных услуг; институциональные инструменты и критерии контроля качества жилищно-коммунальных услуг.

The urgency and the study of the phenomenon and the category of “quality of housing and communal services” is an undeniable fact in the conditions of the conducted reforms, increasing tariffs and all institutional changes. The level of development of the sphere of housing and communal services (HCS) and the quality of the rendered services to a large extent determine the quality of life of the population. Unfortunately, it is necessary to note the fact that, despite all the investments and reforms, the quality of their provision is not improving or is improving at the rate that is slower than that of the growth of tariffs (i.e. the service prices). [1]

Institutionally, the quality of housing and communal services (hereinafter – HCS) has three aspects: the quality of provided service in accordance with the contract, the quality of the order performance (urgent response), and also the quality of client service while taking decision to provide assistance and at the moment of receiving services by the customer.

In the course of our research, we identified the main factors forming the quality of providing housing and communal services, such as the quality of housing and the degree of its wear, the quality of the materials used in the process of providing repair services in the sphere of HCS, qualification of the personnel.

To begin with, in our opinion, the providers of the utility services have to revise and simplify the rules of their provision. The rules being currently in force as standards, concern only the service payment. Establishment of high standards demonstrating consistent customer’s satisfaction in terms of professional standards and ethics; continuous improvement of the quality of services; continuous analysis of requirements to the services, as well as that of achievements; and the following analysis of them will allow identification of the opportunities to improve the quality of services.

The system of indicators of the service quality is a set of indicators describing the properties of the services.

Criteria of quality of housing and communal services are represented in figure 1 and include:

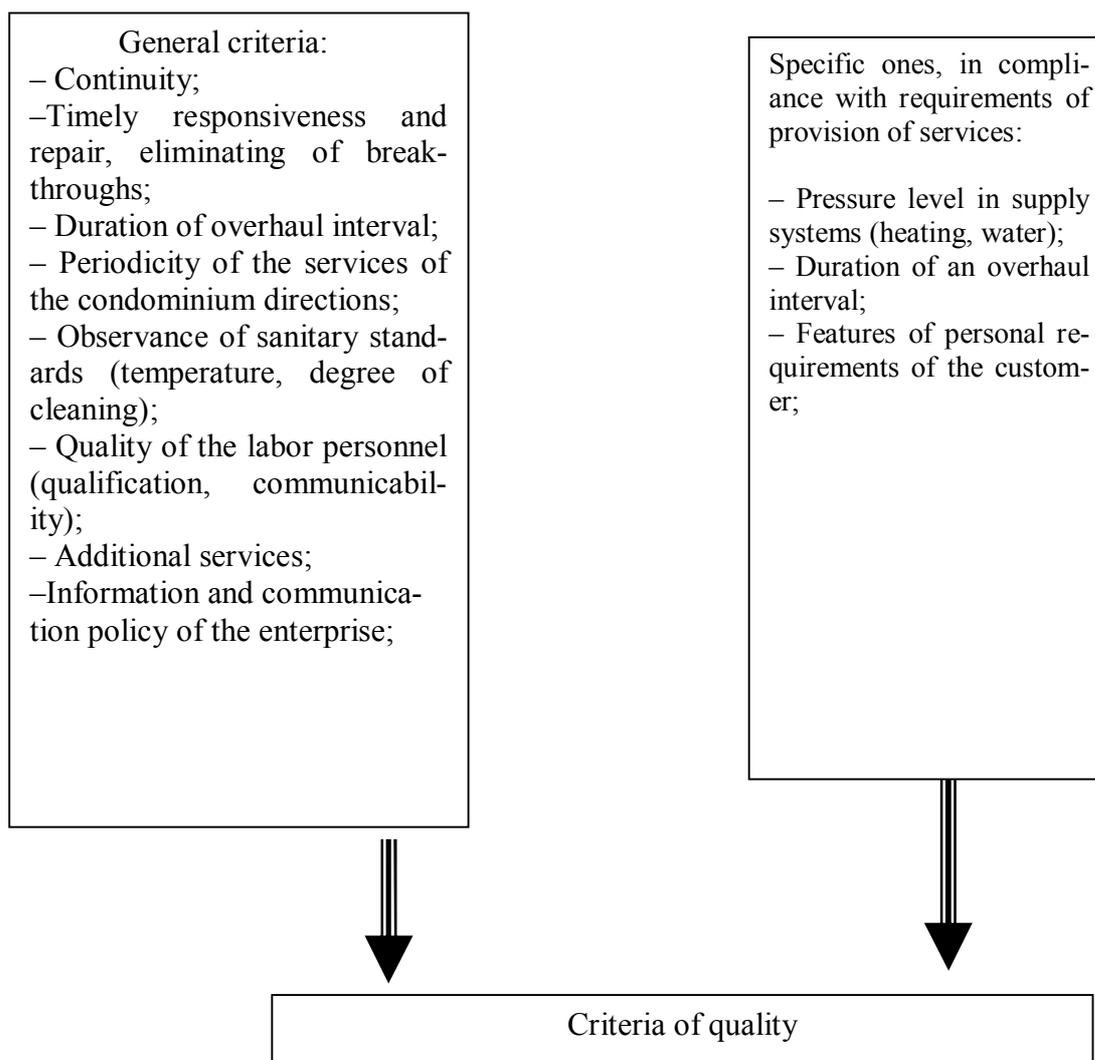


Fig. 1. Criteria of quality of housing and communal services – author.

Indicators of the quality of services must provide:

– the ethical component of the attitude of producers of housing services to those ones who receive it, pay for it and has a right to meet respectful treatment.

– improvement of the quality of service and its conformity to the requirements of consumers;

– accounting of modern achievements of science and technology and the basic directions of the scientific and technical progress and development of the sphere of services;

– characterizing of properties of service at the stages of its life cycle causing its ability to satisfy certain requirements of the population, in accordance with its purpose.

At this stage of the development of the phenomenon of head (control, chief) companies, in our opinion, it is necessary to introduce a quality management system (QMS). In the production and provision of housing and communal services, its role is obvious: the performance of the services is traced, weaknesses and problems are identified and eliminated, and, as a result, the speed of producing and the growth of product quality of housing and communal services increase.

Development of quality management systems (hereinafter – QMS) in the sphere of housing and communal services is characterized by considerable delay of the formation and filling the relevant paradigms of development of services quality. Till nowadays, the “base” system of quality management of housing and communal services is represented by the model by Feigenbaum, in accordance with which the consumer of housing and communal services should receive only “suitable” services, while the main efforts of the HCS should be directed to the total quality control of services. Such QMS of the HCS, conceptually organized and filled in the USSR in the 90-s years of the twentieth century, led to the sharp growth of production expenses, since even a slight increase of the quality of housing services was always accompanied by the growth of the total cost of its provision.[2]

Loosening of this contradiction is possible with the passing over to the QMS of housing and communal services, on the basis of Ettinger-Sittig’s model. Unlike Feigenbaum's model, this one takes into account the need to manage the functional quality of housing and communal services under the influence of the demand for the

quality of the relevant services. Attempts of introduction of the QMS of housing and communal services began in Russia with the organization of the company “Russian communal systems” as one of the varieties of FIG (financial and industrial groups). The given FIG plans a transition to the QMS of housing and communal services after the model of Juran, focused on the principles of the total quality management (TQM), which is guided with the marketing concept of the production-commercial activities of the Institute of the HCS. It provides for continuous study of the demand on the market of housing and communal services and that of the operational parameters of the quality of services, what causes a full orientation of service providers to the requirements of customers and markets. Along with that, the quality management cycle of services begins and ends with a survey of the market [2].

Head companies, being enterprises, produce the product – that is, services to the population.

Head companies should give priority to the maintenance of the population, expanding the sphere of activity and realizing, thus, the transition from emergency operations to routine ones, and continuously improving the quality of the services.

The quality management system should be applied in managing companies at each stage of activity. For this purpose, it is necessary to create the computer program, to track the terms of the staying of requests in every Department and the timing of their execution. The destruction of administrative and legal barriers reduces the time of passing of any documents, applications, improves the quality of services, excluding a corruption component. For purposes of maintenance and improvement of the QMS in head companies, individual consultations of the heads of structural divisions, concerning functioning and improvement of the QMS of the HCS, must be conducted, and practices of other management companies must be studied, distributed and adapted systematically.

In Rostov-on-Don, in 2013, they plan to develop a system of rating estimation of management companies. This experience of assessing the degree of accomplishment of the territory (including work of the head companies) was applied in Shakhty

of Rostov region, in 2007–2008. In the process of monitoring the implementation of the standard improvement, a systematic examination of territories of the city (including rural areas) is conducted in order to control the execution of the Standard. In the case of detection of incompliance with the requirements of the Standard from the enterprises engaged in the accomplishment work, the corresponding corrective actions are carried out, i.e. remedial measures are applied.

The purpose of the rating analysis of work of the enterprises of the sphere of housing and communal services is:

1. Determination of the opinion of residents about the quality of the provided services.
2. Stimulation of the growth of quality of the joint work of the management and the staff in rendering services to clients.
3. Improvement of the methods in the management process.

So, the rating is, first, a source of information about the state of the enterprise for internal users (managers) to determine the further direction of development, and, secondly, a source of information for external users (customers) with the aim of selecting the company to purchase certain services.

The main objectives of the rating analysis are:

- creation and systematic replenishment of the information base, comprehensively reflecting the activity of the personnel of the HCS enterprise and its departments;
- improvement of activity and competitiveness increase on the basis of the analysis of the internal business processes providing administrative activity of the management of the head company;
- obtaining of common complex criteria for evaluation and monitoring of the level of efficiency of the work of the personnel of the enterprise of a service sector.

The rating analysis performs the following *functions*:

– promotes the organization and coordination of innovation management activities associated with the development of criteria, requirements, methods, instrumentation of the rating analysis;

– assists the management of the enterprise of the sphere of services in the self-examination;

– submits analytical and statistical information about the results of activity of the enterprise of sphere of services.

The Russian author A.Savina notes that the key points in determining the rating are voting, sociological surveys or questionnaires [3]. She emphasizes that the rating is a performance indicator, made on the basis of opinions of competent people. That's why; the results of rating estimation of activity will be summarized by the expert Commission, annually appointed by the owner and/or the management of the enterprises of sphere of services.

The administration of Shakhty, Rostov region – the first, in the Russian Federation, local self-government body where the quality management system (QMS) was introduced and certified, in accordance with the requirements of international standard (ISO) 9001:2000, covering all municipal services. From July 2006, in the administration of Shakhty “a hot line” worked on reception of phone calls from town residents on issues of inappropriate behavior, problems of queues, life support systems and improvement.

For the first full year of work in this format, in 2007, 152 calls were received. More than half of the calls were complaints about the queues, and incorrect behavior of the personnel of the housing and utilities sector. On all issues relevant measures were taken and necessary explanations were given.

On basis of the monitoring, as a monthly accrual result, the rating of observance of the Standard on improvement was formed.

So, on the basis of the conducted monitoring, the following rating of observance of the Standard of accomplishment by the enterprises engaged in improvement works in the territory of the city was made:

The rating of observance of the standard of improvement in Shakhty, according to the results of 2008.¹

- I place – LLC “Zhilremservis”
- II place – LLC “Shakhtyremstroysevis”, settlement Maysky;
- III place – LLC “VEGA”;
- IV place – LLC “ZhEU” (housing Department), settlement HBK;
- V place – LLC “Rembitservis”, settlement Auta, settlement Tallowy;
- VI place – LLC “Emese”, Oktyabrsky district;
- VI place – LLC “Kommunalshik”, settlement Artem.

Unfortunately, at present, due to the replacement of the head of Administration of Shakhty, who initiated the implementation of this system, the mechanism is not used by the Administration of Shakhty. So, the Administration of Shakhty refused to undergo a compliance audit, thereby suspending the certificate of conformity to the international standard.

On the basis of the existing positive experience of carrying out the investigation work in the pilot territory, sponsored by the municipality of Shakhty, Rostov region, we can draw the following conclusions.

1. It is necessary to continue further development of economic mechanisms and instruments of use of modern methods and tools of quality management in the sphere of HCS, which will allow head companies of the housing and utilities sector more effective management of apartment houses. For that, the technique of carrying out monitoring of the quality of HCS for the population, which helps to formalize the task of estimating the quality of utility services, has to be developed.

2. Local authorities should supervise and timely focus on the consumer(population) in terms of the use and implementation of principles of the international standard of quality with respect to housing and communal services, and the carrying out a rating assessment.

¹ Enterprises evaluation is made on the basis of a 5-point system

3. In the framework of implementation of the housing and communal reform, an important link is a qualitative change of the information policy of the municipal authorities in the direction of maximum openness (publicity) of all actions of the authorities on the realization of the concrete activities within the housing and communal reform.

4. Computerization of the process of evaluation of the quality of HCS, caused, inclusively, with the necessity of constant search of problematic areas, will help to reach a new qualitative level of management of enterprises of HCS with expeditious information service.

References

1. Nerovnia T.N., Oboimova N.T. Osnovnye napravleniya monitoringa sostoyaniya i reformirovaniya kompleksa ZhKKh regiona [Main directions of monitoring of the state and of the reforming of the HCS complex of the region]. *Vestnik Instituta druzhby narodov Kavkaza "Teoriya ekonomiki i upravleniya narodnym khozyaystvom"* [Bulletin of the Institute of friendship of peoples of the Caucasus "Theory of Economics and management of national economy"], no. 4–24 (2012): 98–105.

2. Pereshein V.Y. Voprosy monitoringa pri formirovanii i razvitii sistemy menedzhmenta kachestva zhilishchno-kommunal'nogo khozyaystva [Monitoring issues at the formation and development of the quality management system of housing and communal services]. *Fundamental'nye issledovaniya* [Basic research], no. 11 (2007): 48–50.

www.rae.ru/fs/?section=content&op=show_article&article_id=7778446

3. Savina A.V. *Reytingovaya otsenka kak otrazhenie konkurentosposobnosti sfery uslug* [Rating score as a reflection of the competitiveness of the services sector]. Novosibirsk, 2006.

Список литературы

1. Неровня Т.Н., Обоймова Н.Т. Основные направления мониторинга состояния и реформирования комплекса ЖКХ региона // Вестник Института дружбы народов Кавказа "Теория экономики и управления народным хозяйством". 2012. № 4-24. С. 98-105.
2. Перешеин В.Ю. Вопросы мониторинга при формировании и развитии системы менеджмента качества жилищно-коммунального хозяйства // Фундаментальные исследования. 2007. № 11. С. 48-50. URL: www.rae.ru/fs/?section=content&op=show_article&article_id=7778446
3. Савина А.В. Рейтинговая оценка как отражение конкурентоспособности сферы услуг / Авт. дисс. ... канд. экон. наук. Новосибирск, 2006.

DATA ABOUT THE AUTHORS

Nerovnja Tamara Nigmatovna, Professor, doctor of economic Sciences, Professor
*Russian Academy of national economy and state service under the President of the
Russian Federation (Pyatigorsk)*

5, Dunaevsky str., Pyatigorsk, Stavropol kr., 357502 Russia

e-mail: ntn200853@mail.ru

Obojmova Natalia Timofeevna, candidate of economic sciences the senior lecturer
of chair «Marketing and advertizing»

*Institute of the sphere of services and businesses (branch) DGTU in the city Shakhty
147, Shevchenko St., Shakhty, 346500, Russia*

e-mail: natascha73@mail.ru

ДАнные ОБ АВТОРАХ

Неровня Тамара Нигматовна, доктор экономических наук, профессор кафедры
мировой и региональной экономики

*Северо-Кавказский институт - филиал ФГБОУ ВПО «РАНХ и ГС» при Прези-
денде РФ (г. Пятигорск)*

ул. Дунаевского, 5, г. Пятигорск, Ставропольский край, 357502, Россия

e-mail: ntn200853@mail.ru

Обоймова Наталья Тимофеевна, кандидат экономических наук, доцент кафедры Маркетинга и рекламы

Институт сферы обслуживания и предпринимательства (филиал) ДГТУ в г. Шахты

ул. Шевченко, 147, г. Шахты, Ростовская область, 346500, Россия

e-mail: natascha73@mail.ru