MANAGEMENT BASED ON OBJECTIVES (MBO) IN THE MINISTRY OF ADMINISTRATION AND INTERIOR

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Management based on objectives (MBO) used in public institutions is based on running a series of well defined steps: setting the objectives, planning towards achieving them, utilizing the self-use system and review it periodically, as well as evaluating the performances. Compared to private organizations, the public administration must use their resources as efficient as possible. Its effectiveness is assessed primarily with reference to the degree of achievement of objectives set by elected and not the simple financial "return".

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As any planning system, management based on objectives (MBO) used in public institutions is based on running a series of well defined steps: setting the objectives (including their definition), planning towards achieving them, utilizing the self-use system and review it periodically, as well as evaluating the performances, steps that can be structured using the instrument panel.

But every manager should pay attention and allocate time to analyze the ratio between the costs, the efforts involved and the potential benefits before taking a strategic decision. The efficiency of this process is given by the objectives identified on three organizational levels: high-level, operational level and individual level. This last step is the essence of the programs and is based on the collaboration between the departments.

The top manager, who is on the last level, receives information, which has a huge managerial and economic implication, and is intended for planning and taking strategic decisions with an immediate impact on the future of the ministry.

Planning, which is a future-oriented activity, is the main tool that managers can use to cope with frequent changes that the organization is confronting.

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At the level of a ministry such as the Ministry of Administration and Interior, the implementation, especially reaching the goals, requires considerable time, given the fact that the objectives set by the government program, through public political documents and budget programs have changed the attitude of the managers involved. It was reconsidered the temporal dimension of managers' work at all levels, paying attention to determining, as the source of information regarding strengths, the weaknesses and the causes that generate them. Individual tasks and objectives and the job specification have been reconsidered, addressing in a new way the need of related information.

The top managers of public organizations are in charge of setting specific, measurable, attainable, relevant and time-based (SMART) objectives. These must be properly defined for each level of the organization.

Aligned with the objectives of the ministry, of the department of public order and national security and of the job descriptions, the individual SMART objectives lead to corporate success. Within the fundamental objective "Increasing institutional and operational capacity to combat crime" and within the specific objective "Enhancing efforts to prevent street crime by identifying new acting models and allocate resources according to identified risk areas", we can set an individual goal for the head of a public order office within the police station, namely: "Identify and agree with each subordinate plan under supervision of the criminal jurisdiction section points up to 31.03.2011 and monitors its implementation until 31.12.2011 in compliance with the approved budget."

The degree to which the objective has been fulfilled:

0%	Failure to produce the plan
20%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget
50%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling 60% of it by the end of the year
80%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling 90% of it by the end of the year
100%	Arranging and agreeing the plan with each subordinate and deliver it within time and budget, fulfilling it by the end of the year

To achieve 100% of the target, it can be seen that the police officer needs to move from 90% degree of fulfillment to 100%, hoping the police station and then the Head Office, will help to increase the managerial performance.

It is therefore important that every police officer in each department, both at rural and urban level, realize the importance of setting relevant and accessible personal goals with their line manager, as well as the importance of fulfilling them. Within the ministry, the personal objectives are set only by managers, staff not being involved in all in the process. The staff members are informed of any changes through the job description and they are expected to fulfill the goals set by others.

Even if this system works for now, we could do with a change in attitude. Subordinates should be able to express their point of view and come up with new and challenging ideas to increase the performance of the system as a whole.

At the same time, it is important that each manager, on his own level, associates with each SMART objective a system of indicators to measure its achievements. Without this system, the subjectivity in evaluating the objectives increases, leading to dissatisfaction and discontent. This is exacerbated by the fact that over the past two years, in public institutions, awarding bonuses based on achieving performance has been ceased, the only remaining motivation being the personal achievements, praised at review meetings within the ministry.

Building on the previous mentioned goal, a set a scale is being set for measuring achievements, as follows:

OBJECTIVE CONTENT	**SCALE OF MEASURING THE ACHIEVEMENTS OF THE OBJECTIVE**
Identifies and agrees with each member of staff the plan of monitoring the criminal locations within the jurisdiction, until 31.03.2011 and monitors its implementation until 31.12.2011, within the budget	• 100% – All police officers are tested regarding the monitoring plan through grid tests, until 31.03.2011 • 80% – All police officers are being informed regarding the monitoring plan by 15.03.2011 • 50% – Prepare the training program, which includes the surveillance plan, until 15.02.2011 • 20% – Get the sign off from the manager for the surveillance plan by 10.02.2011 • 0% – Preparing the surveillance plan

It should be noted that, based on the strategic plan of the Ministry of Administration and Interior, there were established strategic objectives, fundamental for the ministry, then down to lower levels of the organization, defining objectives in every level. This can be illustrated graphically as follows:
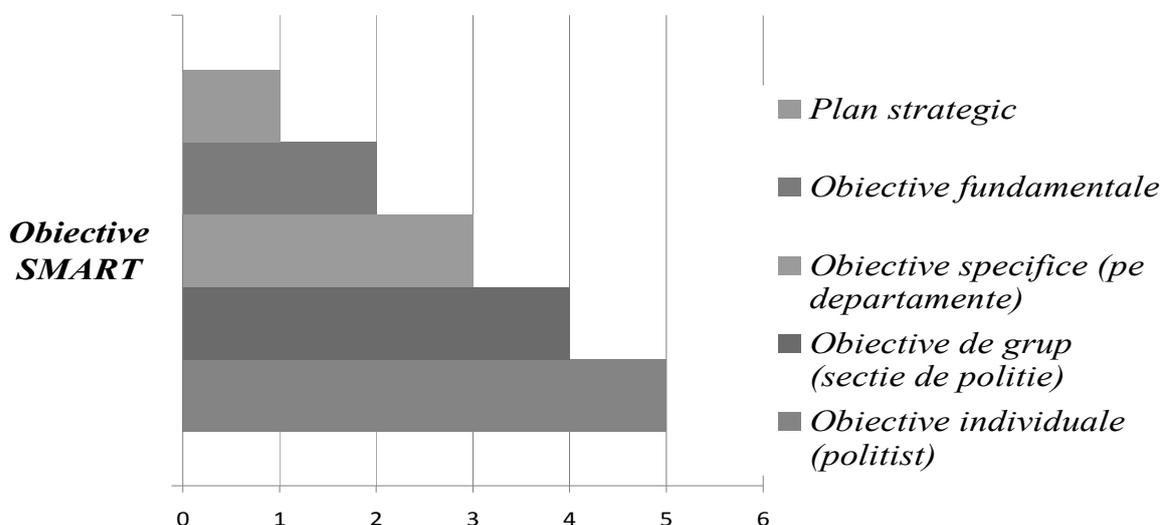
Fig. 1 *Graphical representation of the objectives*

As illustrated in the figure above, if the individual goals are not aligned to the fundamental goals, the risk of starting a "collapse of the ladder" is becoming increasingly obvious. Each stage has its well-established role; moving away from any of this will lead to an undesirable direction for the ministry, and some of the objectives will remain unfulfilled.

In a structure such as the one of the Ministry of Administration and Interior, in which it was retained the military orders and instructions, letting the staff members getting involved in the process of developing the institution and creating an organizational culture based on "brain democracy", is simply an act of undermining the power of the managerial authority.

For this reason, the Ministry of Administration and Interior does not reach the level expected by the employees. It is no less true that in the current political context, we cannot expect major changes in the attitude of top managers, when they are appointed for short periods of time, and they change their strategies according to the ruling political party.

HL Tosi and S. Carroll have identified six advantages of MBO programs:

1. It allows individuals to know what is expected of them and has specific job descriptions.

2. It allows the identification of problems and encourages managers to establish action plans and target dates for problem solving.

3. It improves communication between managers and it motivates them.

4. It helps individuals get to know the organizational goals and direct their work towards achieving them.

5. It provides more objective evaluation criteria and therefore the evaluation process ensures fairness.

6. It provides staff development by reporting results.

As a result, the public management aims at improving quality, by exploiting new ways of management, mitigating the rigidity of organization and improving external communications. Compared to private organizations, the public administration must use their resources as efficient as possible. Its effectiveness is assessed primarily by reference to the degree of achievement of objectives set by elected and not by the simple financial "return".

In an attempt to demonstrate that MBO manages to improved performance, J.N. Kondrasuk made a research in this field. He found that out of 141 case studies, 123 were positive, 8 had uncertain results, and only 10 had negative results. Most studies were focused on three aspects of MBO: setting goals, feedback on performance and participation of subordinates in the decision making process.

Although, in general, researchers support MBO, there are some disadvantages of this management technique. MBO may require too much time and effort by completing several forms and these must be adjusted permanently according to changes. If performance evaluation is not conducted properly, this can create conflicts between managers and employees. For some highly hierarchical organizations such as the Ministry of Administration and Interior, establishing cooperation relations between managers and subordinates may be impossible, and the introduction of the MBO system could not have the expected effects.

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