Abstract: The paper intends to present the manner in which the public services diagnosis is made, taking into consideration the complexity of its making. The making of the public services’ diagnosis is determined on one hand by the number and diversity of public services ensured by the local authorities, and on the other hand, by the extremely high number of service operators and also by the different forms of organization that these have. We consider that the best way to achieve the public service diagnosis is yet the consultation with the public opinion as a beneficiary of these services. We appreciate that the diagnosis analysis would not be finished if a general conclusion regarding the activity performed by the local communities were not made, a reason for which we recommend that each type of diagnosis made should be appreciated with ratings.

Key words: diagnosis analysis, juridical diagnosis, economic-financial diagnosis, public service diagnosis, management diagnosis, human resources diagnosis.

JEL Code: M1, H3, H4,

General considerations
As a specific management technique, the diagnosis analysis consists in investigating the organization and its competences, in order to emphasise its strengths and weaknesses, to evaluate the potential and to word out recommendations, based on causes generating dysfunctions and positive aspects.

In other words, the diagnosis analysis means setting up the strengths, the weaknesses, the advantages and the opportunities for the Romanian local communities, following that later, based on the established objectives, all the resources necessary to achieve them are used, in due time and according to the measure plans approved.

The SWOT analysis is a good opportunity to reflect on the opportunities that they have, the local communities (for example a certain utility network endowment, the disposal of certain natural resources inexistent in other areas) to make them attractive from the perspective of the investors. We must not forget also the advantages that may wear different forms, from the attractive cost of the labour force to a certain degree of the latter’s specialization or the production of material resources in a certain place, all are examples of advantages representing a potential of benefits for the local communities.

Opportunities-advantages
The opportunities-advantages relation must be quantified together with the emphasis of the dysfunctions and the wording out of recommendations at the level of collectivities, for only in this way, I consider, that the chances of the strategy to be implemented in the interest of the community, are maximal.

Beyond the diagnosis typology consecrated in the speciality literature, I appreciate that for the local communities the following categories of diagnoses are very useful:

- the juridical diagnosis has as main purpose to appreciate the capacity of the local communities to implement the legal norms no matter their form: laws, decrees or decisions, for their mission is to ensure public services based on the resources collected, cannot be fulfilled if the compliance with the general interest norms is not ensured.

Yet, which are the criteria that can be used to make the juridical diagnosis?

Among the criteria I recommend to be used, I mention:

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266 Ovidiu Nicolescu (coordinator) – Strategii manageriale de firmă, Ed. Economică, București, p. 186;
• the economic-financial diagnosis, an important component of the general diagnosis and it has in view the appreciation of the state of performance and of the financial position of each community, and considering the reform of the public accounting system, through the transition from the cash accounting to the engagement accounting, it is possible to calculate and use some indicators reminding of:
  o the economic-financial potential of the local community (expressed in liquidity and solvency indicators);
  o the capacity to invest in the investments;
  o the capacity to contract the debts (borrowed sources);
  o the size of the result of the financial year and the budget execution;
  o the ratio between own incomes, borrowed or pulled out, but also the ratio between the operational expenditure and capital, to be able to characterise the financial policies and those regarding the use of the resources at the level of local communities.

For this type of diagnosis, too, other criteria and indicators can be conceived. It is essential in my opinion the need to detect the best those indicators characterising the financial position and performance of that community and also in comparison to other communities.

• the public service diagnosis, the most important aspect of the general diagnosis of a group, for, as we have underlined several times, the mission of the local authorities is to ensure public services in the interest of the inhabitants. The public services must be appreciated both from the perspective of their quality and from the perspective of endowment with the necessary equipment in order to be provided.

Certainly, there are criteria that can be used to make the diagnosis of the public services, but, I consider that in the category of the most important services the following can be included:
  o the volume of the public services provided by the local authorities;
  o the number of complaints recorded for the quality of the public services provided;
  o the number of the complaints solved during a period of time;
  o the frequency of the disconnections in providing public services and the evaluation of the causes determining them;
  o promptness in the service operators’ intervention in solving the complaints;
  o the size of the financial performance and the economic-financial potential recorded by the service operators;
  o the frequency of equipment endowment of the service operators;
  o capital expenses allotted to renew the material base that the service operators have.

The complexity in making the public service diagnosis is determined on one hand by the number and diversity of the public services ensured by the local authorities and, on the other hand, by the extremely high number of service operators and the different ways of organization that these have.

I consider that the best way to make the public service diagnosis is to consult the public opinion, as a beneficiary of these services.
✓ the human resources diagnosis has in view the appreciation of the performance obtained by the public servants in providing public services, knowing the fact that their status, the remuneration and promotion policy are regulated by law ²⁶⁷.

Therefore, I recommend as criteria for this type of diagnosis:

- the quality of the public servants considering the ratings obtained regarding their professional performance (evaluation usually annually);
- the servants’ promotion policy, in compliance with the seniority and education requirements regulated by law;
- the motivation policy, based on the bonuses and incentives, can be given according to the performance obtained by the public servants in the activity performed.

Lastly, the last type of diagnosis recommended for the general diagnosis is the management diagnosis, usually appreciated based on their own unit that the local authorities, service operators or the officers providing public services have.

The quality of the public services provided depends on making this diagnosis, in the category of appreciation criteria being:

- the capacity of the local authorities to draw up and implement appropriate strategies and policies;
- organizational flexibility;
- decisional rationality;
- the quality of the informational system;
- the availability to use and implement evolved managerial instruments;
- informational and managerial innovative capacity.

Conclusions

The diagnosis analysis requires the covering of the stages we have mentioned at the juridical diagnosis, economic-financial diagnosis, public service diagnosis, human resources diagnosis up to the management diagnosis, which confer certainty to the analysis of each type of activity performed by the local communities, for the recommendations and the dysfunctions signalled be as rigorously as possible capitalised.

I appreciate that the diagnosis analysis could not be finished if a general conclusion referring to the activity performed by the local communities were not made, a reason for which I appreciate that each type of diagnosis made is appreciated with ratings, according to the table below:

<table>
<thead>
<tr>
<th>Table 1. – Ratings given to diagnoses</th>
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<tbody>
<tr>
<td><strong>Type of diagnosis</strong></td>
</tr>
<tr>
<td>Juridical diagnosis</td>
</tr>
<tr>
<td>Economic-financial diagnosis</td>
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<tr>
<td>Public service diagnosis</td>
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<tr>
<td>Human resources diagnosis</td>
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<td>Management diagnosis</td>
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It is obvious that the use of the ratings can lead to a certain subjectivism, but I am convinced that the group of experts to make the general evaluation will be interested in wording out the most realistic recommendations for the objectives established within the strategy have chances to be implemented.

²⁶⁷ Law 188/1999 regarding the status of public servants, published in the Romanian Official Gazette. no 600 of 8 December 1999;
Yet each category of diagnosis has a certain importance in making the general diagnosis and which can be ranked as follows:

- the juridical diagnosis has, in my opinion, the importance coefficient \( C_1 = 0.10 \);
- the economic-financial diagnosis, more important than the juridical one, can have the coefficient \( C_2 = 0.20 \);
- the public service diagnosis, the leader in the top of importance, has the coefficient \( C_3 = 0.40 \);
- the human resources diagnosis, important for the quality of the public services, can have the coefficient \( C_4 = 0.20 \);
- the management diagnosis, as a final aspect of the general diagnosis, can also have a coefficient of importance \( C_5 = 0.10 \);

The relation coefficient of diagnosis ranking – rating given remains at the experts’ appreciation, the sum obtained from the points given cannot be higher than one.

\[
D_g = \sum_{i=1}^{n} D_i \leq 1
\]

It is recommended that the grid points were conceived so that the unsatisfactory rating corresponds to a minimum score and for the very good rating the score is maximal. In my opinion, there will be two distinct situations:

a) \( D_g \rightarrow 0 \), corresponds to an intensely unfavourable situation which can endanger the activity of public service providing, so that recommendations will be urgently worded out for the situation to be improved;

b) \( D_g \rightarrow 1 \), is a situation which is overall appreciated as being favourable, the strategic objectives worded drawn up having maximal chances to be implemented.

No matter the method adopted to finally appreciate the activity of a local collectivity, as a result of the general diagnosis, I consider that in this stage it is very useful to word out the recommendations but also to notice the dysfunctionalities, for the overall strategy to be implanted.

BIBLIOGRAPHY