

ЭКОНОМИКА

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OPTIMIZATION OF BUSINESS PROCESSES IN THE EXECUTIVE POWER SYSTEM OF RUSSIA

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This article analyzes the main historical stages, objectives, methods and concepts of business process optimization in Russia's executive bodies of state power. The need to improve processes in the executive bodies by using modern methods, which are applicable not only to business, is emphasized. Particular attention is paid to the lean production method, the application of which is considered in the framework of the "Effective Region" project.

Keywords: improvement of processes, optimization, executive bodies, lean production

Optimization of business processes in Russia's executive bodies of state power has a long history, which can be divided into several stages: Soviet period (1917-1991), transition period (1991-2000) and modern stage (2000-present). During the Soviet period, optimization was mainly aimed at centralization and planning of the economy. Authority bodies, such as the Gosplan, were created to develop and implement five-year plans. The main methods of optimization were process standardization and supply management [2]. The transition period was characterized by liberalization of the economy, privatization, and decentralization of the public sector. As a result, there was a need to optimize business processes to improve the efficiency and competitiveness of government agencies. During this period, new management methods, such as project and strategic management, were actively introduced. Moreover, the rapid development of information technology began [3].

At the modern stage, which began with the accession of President V.V. Putin, a number of administrative reforms were launched in order to optimize public administration. The main areas of reforms

were: simplification of administrative procedures and reduction of bureaucracy, introduction of e-government to automate processes and provide public services via the Internet, evaluation and control of the effectiveness of government agencies through key performance indicators, reforming the system of public procurement and contracts to increase transparency and reduce corruption. In recent years, special attention has been paid to the development of the digital economy and innovative technologies, which involves the introduction of artificial intelligence, big data and blockchain in public administration [4].

Prerequisites for the optimization of business processes in the executive bodies of state power in Russia at the present stage are related to the need to modernize the state apparatus and improve the quality of services provided by the state. The following prerequisites can be distinguished:

- The need to improve the efficiency and productivity of state bodies. In the context of a rapidly changing economic situation and new technologies, it is necessary to improve the business processes and procedures of state bodies in order to ensure faster and higher quality of public services.

- The need for greater transparency and openness of government bodies. With increasing demands for transparency and openness from government agencies, it is necessary to optimize business processes to ensure more effective interaction between government agencies, citizens, and businesses.

- The need to reduce costs and reduce bureaucracy. With the growing demands on Russia's economic efficiency and competitiveness, it was necessary to reduce the cost of government activities and bureaucracy to ensure more efficient operation of government agencies and improve the quality of services provided.

- The need to comply with international standards. Russia is a member of many international organizations and standards producing organizations, so it was necessary to comply with international standards and requirements in the field of business process management of the public sector.

It can be noted that the improvement of processes in the executive bodies of state power at the moment can be implemented on the basis of the principles enshrined in the "On strategy for the development of information society in the Russian Federation for 2017 - 2030". The increasing importance of information in modern society, the development of information and communication infrastructure requires from the Russian government to develop advanced mechanisms to ensure this process.

Optimization of business processes in the executive bodies of state power leads to an improvement in the quality of public services, which in turn will increase the satisfaction of citizens and improve the overall standard of living. In addition, the efficiency and productivity of public authorities will increase, the time of performing tasks will be reduced, which can eventually save money. The work of government agencies will become more transparent and open, which in turn increases the trust and loyalty of citizens. Costs and bureaucracy will decrease, which can reduce

the cost of tasks and improve budgetary performance. In general, the optimization of business processes in the executive bodies of state power is an important task, which helps to improve the work of state bodies and the quality of citizens' life.

Many popular methods and concepts are used to analyze, evaluate and improve business processes in government agencies: lean manufacturing (Lean), six sigma (6σ), business process re-engineering (BPR), total quality management (TQM), agile methodologies (Agile-methodologies), benchmarking, key performance indicators (KPI), system analysis and design, balanced scorecard (BSC) and many others. These methods and concepts of business process optimization can be used in various combinations and adapted to meet the specific needs in the context of government agencies.

There are a number of programs and initiatives in Russia aimed at improving the efficiency of regions and sharing best practices between them. An example is the project "Effective Region", which has been implemented since 2017 with the support of the state corporation running all nuclear assets of the Russian Federation "Rosatom" in more than 40 subjects of the Russian Federation and is aimed at continuously improving the efficiency of state and municipal government using lean production methods and tools. The "Effective Region" program provides for measures to improve the organization of the work of government agencies, including audits of business processes, development and implementation of electronic services, simplification of procedures for public services, and support for projects to develop information technology in the public sector. The "Effective Region" program is an important step in the development of public administration in Russia and is aimed at improving the quality of life of citizens and developing the business environment in the regions [5].

Many successful practices have already been introduced as a part of this project in some regions of Russia. Excellent

results have been shown in the Belgorod region, where a culture of lean management has been formed, the process of budget (accounting) has been centralized, electronic document management systems have been modernized, and a centralized human resources service has been created in the regional authorities and municipalities. In the Republic of Sakha (Yakutia), digital technologies with process automation and digital platforms with a feedback system are being introduced in many areas of activity due to the ongoing reengineering of management processes and the specifics of the region. In the Nizhny Novgorod region, flexible management tools are ac-

tively implemented in many industries. For example, it was possible to reduce the time to apply to regional authorities for baby food: instead of 23 days, seven visits, and two hours of paperwork at the social protection department, the process now takes no more than 13 days, involves two visits, and takes 15 minutes to process. The Nizhny Novgorod city transportation system managed to reduce the time for maintenance and technical inspection of buses, as well as to improve the scheme of public transport work. In Kemerovo region, a total of 184 projects in different spheres were created within the framework of the "Effective Region" project (Fig. 1).

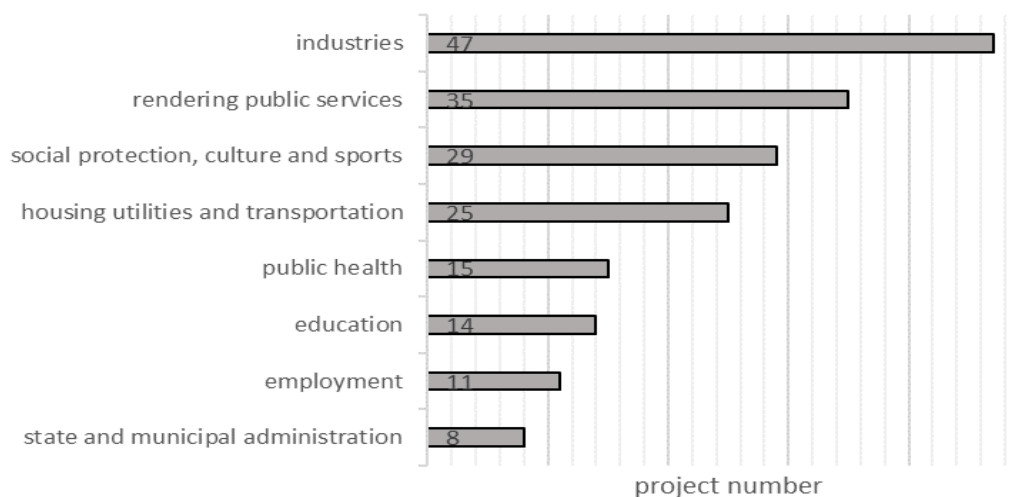


Fig. 1. – "Effective Region" projects in Kemerovo region

A pilot project "Lean Polyclinic" was implemented on the basis of Kemerovo City Polyclinic No. 5. Projects to optimize production processes were launched at transport enterprises in the region. A test project called "Lean MFC" (multifunctional center) was launched, aimed at introducing lean production principles in centers for pub-

lic services. The process of receiving applicants for the Rosreestr service "State Registration of Rights" was selected for this project. The aim of the project was to improve citizen satisfaction, accessibility of services, and elimination of losses. Some results of the project are presented in Tab. 1.

Table 1

Some results of the "Lean MFC" project in Kemerovo region

Index	Result
The size of the electronic queue ticket	reduced by 41%, in the region 350 cash register reels fewer per year
Average time of document acceptance	decreased from 49 to 24 minutes
Number of requests during consideration of application for the disposal of maternal capital	decreased from 12 to 7

As a result of the project implementation, more than 40 problems at the regional and MFC levels have been solved (losses have been eliminated), as well as problems have been identified that require amendments to regulations at the federal level [1].

In conclusion, it should be emphasized that the optimization of business processes in the executive bodies of state pow-

er in Russia has a long history and currently yields positive results and contributes to improving the quality of public services, increasing the efficiency of state bodies and reducing costs. It is worth noting that during the improvement of processes modern methods and concepts are successfully applied, considering specifics of executive bodies of state power.

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ОПТИМИЗАЦИЯ БИЗНЕС-ПРОЦЕССОВ В СИСТЕМЕ ИСПОЛНИТЕЛЬНОЙ ВЛАСТИ РОССИИ

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Статья представлена научным руководителем, старшим преподавателем кафедры ИНиРЯ В. А. Ивановой

В данной статье анализируются основные исторические этапы, цели, методы и концепции оптимизации бизнес-процессов в исполнительных органах государственной власти России. Подчеркивается необходимость совершенствования процессов в органах исполнительной власти с использованием современных методов, которые применимы не только к

бизнесу. Особое внимание уделяется методу бережливого производства, применение которого рассматривается в рамках проекта "Эффективный регион".

Ключевые слова: совершенствование процессов, оптимизация, исполнительные органы, бережливое производство

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