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INFORMATION PROVIDING OF INNOVATIVE SYSTEM OF ADMINISTRATIVE SERVICES DELIVERY

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ІНФОРМАЦІЙНЕ ЗАБЕЗПЕЧЕННЯ ІННОВАЦІЙНОЇ СИСТЕМИ НАДАННЯ АДМІНІСТРАТИВНИХ ПОСЛУГ

It is well-proven that within the framework of technological approach an innovation is examined as an universal method, as a specific set of tools of providing of optimal technological process by means of the planned administrative action. In addition, attention is accented on innovative activity as special social practice, as to the system of actions of social subjects. In this context innovative activity is examined as a complex of events on creation, acquisition, mastering and distribution of absolutely new or improved types of products, services, technologies, methods of organization of production and management.

Reasonably, that the system of grant of administrative services must be examined as an object of innovative activity, then and as criteria of efficiency of organization of innovative processes in her organizationally-economic system organizationally-administrative parameters that allow to compare charges on creation of innovative case frame and an economic and social effect is got as a result of her introduction will come forward in modern terms also. Harmonization of administrative process and folds the basic having a special purpose task of forming of dataware of the innovative system of grant of administrative services, that forces tuned under a new, innovative case frame.

Certainly, that the variety of tasks of planning in the dataware of the system of grant of administrative services predetermines the necessity of forming of the specialized structures of

planning, that unite the different types of plans in an only complex. The types of plans differentiate after aims, object, levels, maintenance and planning periods. Realization of planned tasks requires creation of certain organizational structures, bringing in of performers, organization of them the concerted activity.

It is well-proven that forming of dataware of the system of grant of administrative services must be examined as totality the determined amount of processes a few types of resources unite on the "entrance" of that, foremost, financial, organizational, human and informative, and on a "exit" a product - administrative service is created for a citizen or economic subject of economy.

In modern administrative practice while yet технократичний approach prevails in the choice of directions of innovative development of the system of administrative services, and the category of innovations in the system of state administration is examined mainly from technical and technological positions of organizationally-administrative factors of their development. Certainly, that forming of dataware of the system of grant of administrative services on the base of principles of innovative management efficiency of functioning of all system of state administration will allow substantially to promote, that, in turn, will assist upgrading of life of population, creation of favourable terms for a region.

Доведено, що в рамках технологічного підходу інновація розглядається як універсальний метод, як специфічний набір інструментів забезпечення оптимального технологічного процесу за допомогою планованої управлінської дії. Крім того, увага акцентується на інноваційній діяльності як особливій соціальній практиці, як системі дії соціальних суб'єктів. У даному контексті інноваційна діяльність розглядається як комплекс заходів зі створення, придбання, освоєння і поширення абсолютно нових або вдосконалених видів продукції, послуг, технологій, методів організації виробництва і управління.

Обґрунтовано, що систему надання адміністративних послуг необхідно розглядати як об'єкт інноваційної діяльності, тоді і критеріями ефективності організації інноваційних процесів в її організаційно-економічній системі в сучасних умовах виступатимуть також організаційно-управлінські параметри, що дозволяють порівнювати витрати на створення інноваційної моделі управління і отриманий економічний та соціальний ефект в результаті її впровадження. Гармонізація управлінського процесу і складає основне цільове завдання формування інформаційного забезпечення інноваційної системи надання адміністративних послуг, яке вимушене підлаштовуватися під нову, інноваційну модель управління.

Визначено, що різноманіття завдань планування в інформаційному забезпеченні системи надання адміністративних послуг зумовлює необхідність формування спеціалізованих структур планування, що об'єднують різні види планів в єдиний комплекс. Види планів розрізняються за цілями, предметом, рівнями, змістом і періодами планування. Реалізація планових завдань вимагає створення певних організаційних структур, залучення виконавців, організації їх погодженої діяльності.

Доведено, що формування інформаційного забезпечення системи надання адміністративних послуг повинно розглядатися як сукупність певної кількості процесів, на «вході» яких об'єднується декілька видів ресурсів, передусім, фінансових, організаційних, людських та інформаційних, а на «виході» створюється продукт – адміністративна послуга для громадянина або економічного суб'єкта економіки.

В сучасній управлінській практиці доки ще домінує технократичний підхід у виборі напрямів інноваційного розвитку системи адміністративних послуг, а категорія інновацій в системі державного управління розглядається переважно з техніко-технологічних позицій організаційно-управлінських чинників їх розвитку.

Визначено, що формування інформаційного забезпечення системи надання адміністративних послуг на базі принципів інноваційного менеджменту дозволить істотно підвищити ефективність функціонування усієї системи державного управління, що, у свою чергу, сприятиме підвищенню якості життя населення, створенню сприятливих умов для регіону.

Key words: *administrative services; public administration; innovation; information provision; formation; management process.*

Ключові слова: *адміністративні послуги; державне управління; інновація; інформаційного забезпечення; формування; управлінський процес.*

The purpose of the article is to identify the main types of innovation activity in the direction of information support for the provision of administrative services; Improvement of the directions of the state innovation policy to facilitate the formation of information support for the provision of administrative services

Formulation of the problem.

Modern conditions are characterized by a qualitative change in the methods and methods of providing administrative services. The impetus for these changes was the tendency of "information transition", when the tools of the information society of innovations came to replace the routine and socially tense relations of the state administration and the population. In a modern society based on sustainable economic growth, it is impossible to support the development of the national economy without relying on innovation and the continuous improvement of all its structural elements. The most acute problem of radical innovations as a "creative destruction" of traditional economic and organizational-managerial relations is felt during periods of economic crises. In this connection, the most pressing problems are innovative approaches to the system of state management technologies, the development and implementation of modern managerial innovations in the field of administrative services.

Analysis of recent research and publications.

The problems of increasing the efficiency of functioning of state authorities with the use of modern information technologies are devoted to the work of domestic and foreign scientists, in particular: O. Amosov, V. Antoniuk, T. Belousa, T. Burenko, A. Degtyarya. The issues of the theory and methodology of the introduction of information systems have traditionally been devoted to the leading place in foreign scientific literature, the most striking representatives of which are the works of A. Gritsan, V. Gurkovsky, I. Demidov, M. Demkov, V. Ishchenko, J. Pivovar, A. Tkachenko. However, the current stage of modernization of the public administration system is still characterized by the dominance of traditional algorithms, schemes and tools.

Formulation of the problem.

Innovation is the introduction of new technologies, new products, new forms of organization, and all "outrage" economic changes in the context of entrepreneurial activity, which is a new scientific and organizational combination of production factors motivated by entrepreneurial spirit, is reduced to innovation.

At the same time, it is necessary to emphasize the narrowness of this approach, since the identification of innovations only for a resource-saving feature is very limited, since the usual reorganization can be resource-saving, but it is not an innovation.

In the technological approach, innovation is seen as a universal method, as a specific set of tools to provide optimal technological process with the help of planned management action. In addition, attention is focused on innovation as a special social practice, as a system of actions of social actors. In this context, innovation activity is seen as a complex of measures for the creation, acquisition, development and dissemination of completely new or improved types of products, services, technologies, methods of organization of production and management, thus, the research focus shifts to a purposeful organizational action [1, p. 133].

As part of a results-based approach, innovation is seen as the sum of the introduction of innovation to change the object of management, obtaining various types of effects (economic, social, scientific and technical, environmental) [2, p. 64].

In economic and managerial approaches, there are some differences in the definition of innovation (innovation). From managerial positions in the framework of organizational development of innovation are considered by P. Drucker [4], their essence is associated with the search and obtaining new results, ways of creating them, eliminating routine, ineffective working conditions, management structures, forms of life.

Innovation is a certain set of information that contains an innovative idea (innovation as a kind of information and in this sense as a predictable innovation); The innovative materialization idea passed through the process of approving the corresponding decision (innovation as a process of its development, implementation, or innovation being implemented) and the result obtained, or the introduction of innovation [6, p. 165].

It is necessary to emphasize the close relationship between different types of innovations, that is, innovation can be attributed to any aspect of activity aimed at obtaining new or improved types of products, services, social, process or technological changes; on the formation of new or improved systems.

Creativity, as a key characteristic of innovation, often serves research as a marking parameter, innovations can not be created and implemented during routine processes, but require a certain creative breakthrough.

And only during the years of market transformation of the problem of innovative development of control systems, the search for ways to overcome organizational and managerial backwardness in various industries and spheres of economy became the subject of special attention of economists.

Despite the large number of works on this issue, we consider the most suitable for the purposes of our study of the definition of managerial innovation, given in the works of N.A. Grinyuk, who believes that "innovation is the commercial use of the results of creative activity aimed at the development, creation and dissemination of new competitive products, technologies, forms and methods of management, the basis of which are the objects of intellectual property" [3, p. 3].

In the context of the goals of our research on managerial innovation, we need to understand, as we see it, the result of the use of research and development aimed at improving economic and managerial relations in the production and provision of administrative services. This term may have different meanings in different contexts, but their choice depends on the specific measurement or analysis objectives. In this case, managerial innovation is the final result of innovation activity, which has been implemented in the form of an improved management component of the process of providing administrative services.

Proceeding from the above, the experts define the innovations in the system of information provision of the system of providing administrative services as intangible innovations embodied in the norms of organizational structures and management processes. At the same time, under the innovations in the system of information provision of the system of public administration, it is necessary to understand non-material innovations, embodied in the norms of organizational structures and management processes, aimed at qualitatively increasing the efficiency of functioning of state authorities. At the same time, managerial innovations are a process that leads to a new quality of efficiency growth in the system of public administration [5, p. 3].

According to the theory of innovations, the most important feature of innovation and innovation activity is their relatively long and costly compared to the production, implementation and investment process of the life cycle of innovations. In addition, innovation differs from other stages of the life cycle of innovations by an increased level of uncertainty, high risks, low predictability of results and, consequently, problematic and probabilistic returns.

However, in the system of public administration, the level of predictability of the results of innovative projects is quite high and its effectiveness is predictable and determined. Successful organizational and managerial innovation can significantly affect the position of a public administration or a set of administrative services, the system of public administration as a whole, its structure and efficiency.

Thus, we can conclude that, unlike traditional technical and technological innovations, managerial innovations in the system of public administration are characterized by a high degree of predictability, certainty and efficiency.

Consequently, managerial innovation products in the public administration system should be considered as the result of the introduction of process (management-technological) innovations, new ones (newly introduced), or those that have been improved on the administrative, organizational and economic forms of the process of providing administrative services, the production of which is based on new or significantly improved methods (other innovative products).

At the same time, other innovative products are the result of the introduction of process innovations. It includes services provided on the basis of best practices in the implementation of new or improved methods of managing the process of their provision, implemented earlier in the practice of administrative services of other countries or disseminated through technological exchange (non-patent licenses, know-how, engineering).

Innovative administrative process in the system of providing administrative services can be defined as the process of transforming technological, organizational, economic and managerial knowledge into innovation. In this case, the innovation process does not end with introduction, that is, the first appearance in the market of a new product, service or new management technology. This process does not end after the introduction as, as the innovation spreads, it improves, becomes more efficient, acquires previously unknown consumer properties. This opens up new spheres of application for it and markets, and, consequently, new consumers who perceive this management technology as a new one for themselves [6, p. 160].

Thus, this process is aimed at creating the necessary market of technologies or services and is carried out in close union with the environment, and its orientation, pace, goals depend on the socio-economic environment in which it operates and develops. The basis of innovation management process in the system of administrative services is the process of development of new technology and communication tools, as a set of real factors of production in which materialized new knowledge and skills of man.

Therefore, under the innovative management activities in the system of providing administrative services, we propose to understand activities aimed at using the results of research and development to improve organizational, economic and managerial technologies, which lead to an increase in the efficiency of the functioning of the entire system of public administration in general.

Innovative administrative activity in the system of providing administrative services involves a whole range of scientific, technological, organizational, economic, financial and commercial measures that in their totality lead to innovation and are closely linked to the direct activities of public administration. The process of innovation management in this case is the unity of the functional, technological, managerial and economic components of the process of innovation.

Administrative innovations in the system of rendering administrative services can be classified by a number of features. So, as radicals, their significance in socio-economic development, management innovations can be subdivided into basic, improving and pseudo-innovations.

In the system of public administration, as a rule, improving the innovations associated with improving the properties of existing processes of providing administrative services and improving their organizational and economic forms.

In the direction of results, managerial innovation is divided into innovations as scientific tools, innovation-processes and innovation-products. There are also other classification innovations in accordance with the role they play in the development of a particular economic system. Classification of managerial innovations in terms of novelty involves the distribution of the totality of innovations on a homogeneous level of novelty of the group in order to assess their significance [8, p. 10].

The concept of novelty of innovation can refer either to a product or a technological process as a whole in the case of its absolute novelty, or only to some of its elements, which change the functions and characteristics of an existing product or process that is adequate to the innovation processes in the organizational and economic system of government.

From these positions, it is possible to highlight improvements in innovation that require significant improvements to existing products, as well as innovations related to the introduction of new or, to a large extent, improved methods of managing the process of providing administrative services.

We propose our own interpretation of the classification of managerial innovations in the system of providing administrative services, the use of which will allow them to be assessed more concretely, more fully, comprehensively determine their effectiveness and directions of the innovation process, requiring adjustment or support, as well as to identify heterogeneity of innovations and to determine the methods of managing each of them, adequate the peculiarities of each innovation process, namely:

- managerial and technological problems arising in the application of improved, more advanced ways of organizing and managing the processes of providing administrative services;
- Organizational and managerial, connected, first of all, with the provision of information security organization of the process of providing administrative services;
- informational and managerial, inherent in solving the problem of organization of rational information flows in the process of providing administrative services, increasing the reliability and efficiency of obtaining information.

The given classifications indicate that the processes of innovations are varied and different in nature. Consequently, the forms of innovation organization, scale and methods of influence, as well as methods for assessing their effectiveness, must also be diverse. Different types of managerial innovations are closely interrelated and impose specific requirements for the innovation mechanism.

Thus, technical and technological innovations, influencing the content of production processes, simultaneously create conditions for managerial innovation, as they make changes in the organization of the production process and the provision of administrative services.

In this regard, a number of specialists distinguish the following basic prerequisites that significantly contributed to the introduction of innovative technologies in the provision of administrative services [9, p. 312]:

- Decentralization of the management of internal government structures and delegation of responsibility at lower levels of government;
- search for more efficient (in terms of relationships, costs and outcomes) methods of service production, such as contracting services, market mechanisms and payment services for consumers;
- Consumer orientation, including published standards of quality of social services.

Within the framework of this approach, the concept of "state innovation service" includes several fundamental things that have far-reaching implications for management both in the field of the economy and in the public sphere. Providing "state innovation services" includes the presence of a completely specific customer or recipient.

Considering the process of formation of an innovative system of providing administrative services, to a large extent, the process of adaptation to the needs of the state management of innovative management technologies, it is necessary, first of all, to determine the list of these technologies most appropriate to the tasks of modernizing the system of public administration.

The current situation in the innovation sphere requires a significant transformation of traditional views on the innovation process, especially in the system of public administration, since significant changes undergo the very object of management. Innovation processes become continuous, the complexity of solvable problems increases and their dependence on rapidly changing external factors.

Therefore, the transformation of ideas about the problems of innovations in modern conditions has led to the emergence of a process approach to information provision of the system of providing administrative services, which most closely corresponds to the tasks of modeling managerial innovations in the provision of administrative services.

This is due to the fact that the system of providing administrative services should be regarded as an object of innovation, and then the criteria for the effectiveness of the organization of innovative processes in its organizational and economic system in the modern conditions will also serve organizational and managerial parameters that allow comparing the costs of creating an innovative management model and the resulting economic and social effect as a result of its implementation. Harmonization of the innovative model of management process and is the main target of the formation of information provision of the system of providing administrative services, which is forced to adapt to a new, innovative management model.

By its content and time, the harmonization of the formation of information support for the provision of administrative services also has a strategic and operational form. The strategic form of harmonization promotes the

long-term demand for an innovative management model as a product and is provided by strategic management aimed at generating strategic innovation goals and projects.

Operational harmonization acts as a means of implementing the chosen development strategy and is provided by a system of public administration. So, if from the point of view of strategic goals, innovation activity in the system of public administration is aimed at increasing its efficiency, from the point of view of operational management its task is to develop and implement organizational and managerial technologies for the provision of administrative services.

The content of innovation management is determined by the composition of functions and management processes carried out in the course of preparation and implementation of innovative activities. Management functions are understood to mean the composition of general management tasks that are solved when implementing innovation. These are the problems of management, the composition and content of which, to a minimum, depend on the specifics of a particular innovation project (its scale, industry affiliation, purpose, etc.) and form the content of any management process. The variety of innovative processes, their complexity and the diversity of conditions of implementation extremely complicate any attempt to typify their management processes or their regulation.

In theoretical works and in practice, various systematization of the functions of innovation management is used [7, p. 90]. It seems to us right to allocate two groups of functions of innovative management: the main (substantive) and those that provide.

Subject management functions are the most common for all types and conditions for the implementation of innovations. These management functions reflect the content of the main stages of the management process of innovation activities and distinguish the substantive areas of management activity at all hierarchical levels. Innovation management in the system of providing administrative services involves the following main (objective) functions: the formation of goals, planning, organization and control.

The functions of innovative management that provide, include management processes and tools that facilitate the effective implementation of the objective functions of managing innovation activities.

These include socio-psychological and technological, or procedural functions of management. Socio-psychological functions of management are mainly related to the nature of industrial relations in the team and contain two varieties of functions: delegation and motivation. The main prerequisite of successful management in innovation is to harmonize the relations between people involved in innovative processes, in creating and maintaining a favorable production and psychological climate in the organization.

This is largely achieved by ways of rational delegation of powers and motivation of the work of performers.

The function of communication in innovative management is to prepare, receive, process and transfer information for the successful introduction of innovations. Since innovation is almost always associated with new information, communication management function is particularly important and is a specific element of innovation management, and in this research is the subject of innovation in the system of public administration.

All current activities in the innovation sphere are connected with the implementation of the very communicative function consisting in forming a mechanism for collecting and processing organizational, economic and managerial information, transferring it to higher and subordinate employees, population, enterprises, and organizations, establishing contacts and assigning tasks to performers, , coordination of their activities, etc.

This function of innovation management involves the use of special methods and tools, and requires the creation of special information structures, such as information and analytical systems.

It should be noted that the substantive, socio-psychological and procedural aspects of management, mutually complementing each other, create an integral system of basic functions of innovation management, which allows differentiating methods and techniques of managerial influence on innovation activities.

Thus, the purpose of the organization, on the one hand, is the result of forecasts and assessment of the situation, and on the other hand, serves as a constraint for the planned innovative measures. The process of forming goals is one of the most important processes of innovation management, being an integral part and the starting point of all planned calculations in the innovation field.

Organization of innovations is one of the most important functions of forming information provision of the system of rendering of administrative services, implementation of which is the most essential part of activity of managers of all levels. The organization provides a rational combination in time and space of all elements of the innovation process with a view to the most effective implementation of the adopted plan decisions.

In this capacity, the organization of innovations acts as a means of fulfilling planned tasks and defines the conditions in which they will be implemented. This provision is very important as it requires a flexible organization and a dynamic change depending on the content of the subject of the work.

Control as a substantive management function completes the managerial cycle in innovation and thus ensures the effectiveness of all other functions. The essence of control in innovative management lies in the fact that it ensures the fulfillment of the established plan tasks, aimed at unconditionally achieving the goals of development in the given organizational conditions. The task of controlling the formation of information support for the provision of administrative services consists of: collection and systematization of information on the state of the innovation system and its results; assessment of the state and results of activity; analysis of the causes of deviations and factors influencing the results of activities; preparation and implementation of decisions aimed at achieving the set goals of development.

In the system representation, control serves as a feedback function in the process of innovation management model in the system of providing administrative services, when information flows in it are directed from the object to the subject of management, from the official to the citizen, legal entity.

The presence of feedback serves as a prerequisite for the completeness of the management system. Control in it is formed as an integral subsystem with its organizational structure, executive bodies, methods for evaluating, analyzing and developing decisions, as well as its own information base. In accordance with the requirements for the effective formation of information support for the provision of administrative services, the control system provides for the implementation of various types of control activities.

Consequently, the essence of the process approach to informational provision of the provision of administrative services is most closely associated with a model that focuses on the transition from focusing on functions to focusing on the production process with active use in information technology management. It should be noted that the category of "service" within the framework of the model of providing administrative services is rather close to the process approach.

Formation of the system of rendering administrative services is impossible without the corresponding administrative administrative processes, which are based on the postulates of innovative management. In this case, the important role here belongs to the widespread use of information and communication technologies.

Conclusions

Thus, the functional approach of innovation management in shaping the model for providing administrative services is manifested in the fact that it allows to avoid traditional, persistent approaches that have been consolidated in the old procedures for organizing the consideration of fundamental issues about what this government body deals with and what are the real processes carries out.

In other words, the formation of information support for the provision of administrative services should be considered as a set of a certain number of processes, the "input" of which combines several types of resources, primarily financial, organizational, human and information, and the "output" creates a product - an administrative service for a citizen or economic entity.

In modern management practice, the technocratic approach in the choice of directions of innovative development of the system of administrative services still dominates, and the category of innovations in the system of public administration is mainly considered from the technical and technological positions of organizational and managerial factors of their development.

Thus, we can conclude that the formation of information support for the provision of administrative services based on the principles of innovation management will significantly improve the efficiency of the functioning of the entire system of public administration, which in turn will contribute to improving the quality of life of the population, creating favorable conditions for the region.

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