THE QUALIFICATION OF MANAGERS FOR A PUBLIC HIGHER EDUCATION INSTITUTION IN THE AMAZON.

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Summary

This article has the theme of the qualification of managers for a higher education institution in the Amazon, which originated the problem how to supervise the management of the resources of a public higher education institution in the Amazon? Initially studies were developed to demonstrate the purpose of a higher education institution, so it was used to serve as a research object to the State University of Pará (UEPA) is a special regime autarchy that has 2330 administrative technicians working and 50 (fifty) municipalities in the 20 (twenty) campuses . The research was developed through questionnaires with 15 (fifteen) open and closed questions to 60 (sixty) civil servants and employees who carry out their activity at the public university, a series of factors that were addressed, how to identify the people who are part of the civil service, measure the degree of satisfaction of the employees who are part of these institutions, demonstrate how the standardization of these organizations occurs, this also demonstrated how the service is provided, the autonomy exercised in the current way in law and in the federal constitution, as well as in the framework of the organization model, in decentralization, for this it is important to have efficiency in control as an administrative function highlighted in the study. Through these studies carried out in the research, requirements for data analysis were collected where the results show the high turnover of employees of the institution and the need to increase the awareness of employees before the academic and social potential of the institution. Besides that, the strong mark that a university could develop projects more efficiently through marketing, in order to improve awareness of the need for constant training and model of selection process to work at the institution, competitions aimed at people with an academic profile and with entrepreneurial strands. With these suggestions that can contribute significantly to obtain great results for universities.

Keywords: Public Administration, Public Institution of Higher Education, Inspection.

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INTRODUCTION

In the current context there is a great concern with the provision of public services in several areas, one of which is educational, with this we can see that universities have a greater participation at the level of technical and academic professors who have a great power of formation of ideas. With the theme: the qualification of managers for a public higher education institution in the Amazon, the choice of the theme is justified by virtue of the search to understand how this sense offered the service to citizens. As a major question how to supervise the management of resources of a public higher education institution in the Amazon? Given the importance of improving support information for transparency in service provision.

Therefore, the objective of this article is to clearly demonstrate the way that public resources are invested in specific target public institutions (a) to identify the people who are part of the civil service, (b) to measure the degree of satisfaction of the employees who are part of these institutions (c) demonstrate how these institutions are standardized. For this, data were collected from institutions in the form of quantitative questionnaires with employees, where the research locus was the State University of Pará (UEPA) is a special regime municipality with 2330 administrative technical staff working in 50 municipalities in 20 campuses. has adidactic-scientific, administrative, disciplinary autonomy of financial and patrimonial management, governed by the statute and also by internal rules. From these surveys, analyzed and concluded data were collected and reflected in the final considerations.

Max Webber (1968) the bureaucracy is fundamental structure in the sociological and political aspect for the studies and for formation of the administrative theory, he believes that the bureaucracy is important to maintain an organization and authority in the institutions. Within an ideal model, it is necessary to have respect and obedience to the criteria that each organization determines, directly related to its purpose.

It's dIt is fundamentally important to carry out a data analysis that can help to measure the level of training of employees, for this reason data collection was carried out, where some analyzes exemplified in the final considerations were concluded. Some implementation and incentive suggestions will be highlighted.

1 LEGAL BASIS

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In the conception of Bosson (1994, p. 28) "[...] the State results from the gradual development of human culture, as a natural consequence of the needs that demand and require a political society, legally organized".

From this thought, we can identify that it is necessary to monitor the growth of the individual in his way of thinking and acting in various social contexts, seeking among them a legal knowledge that demonstrates the organization to live together. This can lead to increased awareness within your workplace as well.

The Brazilian State was constituted in a Federative Republic, defined as the indissoluble union of States, Municipalities and the Federal District. It has the republic as a form of government, presidentialism as a system of government and democracy as a regime of government. It is based on sovereignty, citizenship, the dignity of the human person, the social values of work and free enterprise and political pluralism. Consecrates as fundamental objectives the construction of a free, fair and solidary society; ensuring national development; the eradication of poverty and marginalization, the reduction of social and regional inequalities; and promoting the good of all, regardless of origin, race, gender, color, age, without any form of discrimination.

Art. 70. The accounting, financial, budgetary, operational and patrimonial inspection of the Union and of the entities of the direct and indirect administration, regarding the legality, legitimacy, economy, application of subsidies and waiver of revenues, will be exercised by the National Congress, through control external system, and the internal control system of each branch. (BRASIL, 1988, art. 70)

2 BASIC CONCEPTS AND PURPOSES FOR PUBLIC ADMINISTRATION

2.1.1 CONCEPT OF PUBLIC ADMINISTRATION

For Meirelles (1990), a provision of services is necessary to understand the provision of services to the public, respecting the autonomy of each body. In public administration, making the public machine stronger can be generated by the approximation of the state together with society, the narrower this distance, the better the society's understanding of citizens.

The fact that a public agent is at the service ofcitizens effectively bring a better image of the public service, since the state has its representation through its agents.

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2.1.2 PUBLIC ADMINISTRATION OPERATION

For Procópio Jr. et al. (2012), in the modern State, the Public Policy management model presupposes the reform of Public Administration, based on eight internationally recognized strategies:

- Bureaucratization - elimination of procedural obstacles to the implementation of more flexible and responsible management. It means doing away with unnecessary operational procedures; accept a citizen's declaration as certification; review work processes according to supplier / customer type chains; facilitate the execution of the actions of the public manager; serve the client citizen.

Thus, this idea is important to highlight that the greater the optimization of the processes, the more efficient the performance of tasks will be, therefore, it directly interferes in the satisfaction of the work performed in less time, thus, this vision of speeding up procedures, helps the evolution of the service of citizens in public bodies resembling the standards of the private area.

-Transparency - fundamental for replacing merely bureaucratic controls with social controls. It is necessary to publicize the actions of the Public Administration, to promote control of the resources used, and to stimulate competitionbetween suppliers and society's participation in the decision-making process. Inspection is essential.

- Accountability - a strategy that involves accounting, controlling and evaluating the degree of achievement of the proposed objectives, taking into account the pre-established productivity and quality. It implies the responsibility of public managers for the results of their actions.

Through this thinking we can identify the accounting management measurement and evaluation effectiveness measured in the degree of responsibility of the administrators reflected in the activities.

- Ethics - reflection on human behavior. The universalization of citizenship and the awareness of this condition are indicators of a society's moral and ethical development.

According to Andrew J. Dubrin (2003), ethics are the moral possibilities that can be made by a person and what he should do. It can be understood that through this thinking ethics is a decision to be made, given a given situation. In an organizational environment,

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ethics comes with individual principles and changes with the environment in which the individual is inserted.

- Professionalism - characteristic that must be present in a flexible Public Administration and focused on the control of results, which must, therefore, count on qualified human resources that perform their functions with efficiency and quality. To this end, merit must be adopted as a mechanism for organizational legitimation, in order to attract, develop and motivate high-level personnel.

- Competitiveness - maintaining, in the administrative structure of the government, specific sectors that compete with each other in the search for resources, preserving, however, at all times, the integrity of the work teams. It is the practice of healthy competition between different units.

A dilemma that what can one ask is how to maintain the competitiveness of public institutions if each one was generated to provide a service in a specific place? Can we understand that the author highlights internal competitiveness, where teams from each department compete with each other, thus looking for a goal to interfere in the greatest commitment of organizational individuals.

- Focus on the citizen - stimulating increased citizen participation in the decision-making process, leading to a more direct and more representative democracy. Such a strategy values the citizen as the main consumer of public services.

Through this thinking, citizens are becoming more and more demanding, comparing themselves to a client of public agencies, soon they demand more explanations and transparency in the public acts done by each agent, at the moment there is a greater inspection by the citizens when address public resource management. With this, it is not enough to have trained employees, there must be a greater demand in terms of transparency.

3 CONTROL AS AN INSTRUMENT TO SUPPORT ADMINISTRATIVE MANAGEMENT

For Tavares (2005), control is understood as the verification mechanism pre-established within the planning and the way in which activities are being developed. Based on this principle, the other can understand the other as a gradual assessment of events within an administrative process. This diagnosis of the information that generates support for decision making.

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Whereas For Welsch (1983) planning and results guarantee possibilities for resolution of the obstacles that guide the organizational objective, because the level of participation of those involved is broad, where all organizational levels participate in this definition.

Within this analysis, control can be understood as a way of correcting all procedures that have been taking place arising from objectives and policies within the mission of an institution. Therefore, the great challenge for managers is to know how to align methods, trying to avoid repetition of activities, in contrast to having a great power of analysis to correct the process that is being carried out.

4 TYPES OF ADMINISTRATIONS

4.1 CENTRALIZED

For this CELSO ANTÔNIO BANDEIRA DE MELLO (2008, p.36), the administrative function would be exercised "normally by the Executive Branch and its auxiliary subjects and, atypically, by bodies from other Branches".

Centralization normally occurs in the following basic situations:

- To maintain a higher level of company integration;
- To maintain uniformity of decisions and actions;
- To better manage emergencies;
- When the entrepreneur does not want a second man to shade him;
- When the organizational structure of the company does not allow decentralization.
- To increase the level of control of the company's activities.

4.2 DECENTRALIZED

While what stops (MELLO, Celso Antonio Bandeira de) Indirect or Decentralized Administration is that administrative activity, in which the State decentralizes the performance of the activity to other legal entities under public or private law.

Based on this principle, we can make sure that the decentralization process can help in several possibilities, since intensifying the work of a team in the specialty makes it easier for managers if they have prior knowledge of how to manage a given organization.

Bringing this to the reality of higher education institutions, it is possible to understand that coordinators in their projects who are aware of the procedures for elaborating the processes, as well as knowing the administrative conduct.

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Through decentralization it has the advantage of identifying the error of something that has been done improperly faster. An employee who is aware of a particular situation can help another who is having difficulties even because the work has to be done in a team, in pursuit of the same goals.

- Speed in decisions due to the proximity of the place where problems arise.
- Increased young executives' morale and experience.
- Decrease in the sphere of control of the chief executive.
- Tendency to more innovative ideas.
- Possibility of greater participation and motivation.
- Greater time for senior management for other activities.
- Further development of managerial and professional training

DEMONSTRATIVE TABLE OF INDIRECT ADMINISTRATION

Entities and Characteristics	Municipalities	Public companies	Mixed Economy Society	Public Foundation
Created by Law	YES	YES	YES	YES
Administrative Autonomy	YES	YES	YES	YES
Legal personality	PUBLIC RIGHT	PRIVATE RIGHT	PRIVATE RIGHT	PRIVATE RIGHT
Own Equity	YES	YES	YES	YES
Own Revenue	YES	YES	YES	YES pubic power and other sources
Task types	PUBLIC	EXPLORATION OF ECONOMIC ACTIVITY	EXPLORATION OF ECONOMIC ACTIVITY - S / A	CULTURE RESEARCH TEACHING

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5 CONTROL OF EMPLOYEES

According to Neto (2010, p. 197), "an adequate and efficient control structure (in all dimensions) is a prerequisite for good administration, which in the last instance constitutes the right of all the administrated".

With this thinking, the importance of control for management is understood, as it needs structural support globally, at all levels, the fact is that in order to control, it is necessary to analyze the behaviors of those involved, gradually evaluating the stages of the project and correcting it when needed.

Having the ability to control the necessary procedures of an organization involves the ability to know how to supervise the resources that are being applied, respecting the autonomy of managers, always seeking explanations from the teams for both macro and micro tasks.

It is important to highlight that since the insertion of each server in an educational institution, it is done through contests that seek the knowledge and skills and basic requirements for his investiture in public office.

6 METHODOLOGY

6.1 STUDY OBJECTIVES

The present study aimed to provide the possibility of analysis and to identify, within a theoretical framework, the importance of how the research object was used. questionnaires with 15 (fifteen) open and closed questions to 60 (sixty) civil servants and employees who carry out their activity at the state university.

Starting from the idea that the inspection of procedures and resource management become an important part of the institutions' functionalism, they seek to identify the main characteristics of an HEI.

Check activitys through an efficient control and prepare your professional who directly interferes in the performance of an efficient internal control to develop the activity of the organization and reaching the planned work.

6.2 NATURES OF THE STUDY AND DELIMITATION OF THE GEOGRAPHICAL SPACE, THE POPULATION AND THE SAMPLE.

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Ramos (2010) points out that the research process is linked to an interpretive model of the fact or phenomenon, among several models that determine the investigation procedures. These paradigms, inserted in the epistemological process dynamics, have been overcome throughout history by new interpretative models that necessarily produce new types of research.

In this sense, the research process is not definitive or absolute, but only a proposal for investigating reality, determined by an interpretive model that is transitory and full of values, ideologies, concepts of the human being and the world related to a given historical context - Social. In fact, the very existence and legitimacy of a particular type of research, with its difficulties and potential, depends on the historical survival temporality of the interpretation paradigm that gives them a basis.

The methodological option adopted for this study was quantitative research, which, as emphasized by Wainer (2010), is based on the normally numerical measure few objective variables, the emphasis on comparing results and the use of statistical techniques.

The quantitative methods followed in this research were: the use of synthetic data, statistical techniques using a questionnaire, tables and graphs with numerical exposure of the results.

According to Bell (2010), a research project is a determining factor for perceiving its viability. In an exploratory characteristic with significant contributions within the theme, having a counterpoint of authors in view of their arguments.

The research was developed in two public institutions of Higher Education, located in the municipality of Belém, State of Pará, North Region of Brazil.

According to the delimitation of the area to be studied, we sought to identify the populations internal public institutions of Higher Education. In these institutions, 60 (sixty) questionnaires were applied to all civil servants and employees who carry out their activities in the Administrative and Financial Managements and in the Internal Control Sectors.

The sample, totaling 60 (sixty) people, consisted of employees and managers who carry out their activities in Administrative and Financial Management and in the Internal Control Sectors, distributed as follows: 42 (70%) employees and 18 (30%) managers, in accordance with the assumptions of Newman (2008), for whom a representative sample must be $\geq 10\%$ of the population to be investigated.

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6.3 MEASURING INSTRUMENTS

The survey measurement instrument was the questionnaire, containing 15 (fifteen) questions, open and closed, applied to the referred employees and employees of the institutions studied, between the months of October 2014 and March 2015 (Annex 1).

The questions that made up the questionnaire focused on the activities of the Internal Control Department, prepared according to the routine of the activities and with the professional experience of the researcher.

6.4 DATA COLLECTION

From the information collected through the applied questionnaires, the results were analyzed by the author of the present study and, subsequently, distributed in graphs and tables, containing the values and percentages corresponding to the information related to the employees and servants of the referred institutions.

6.5 DATA PROCESSING

The information collected from the applied questionnaires was formatted in Microsoft Excel format, version 2010, to present the results obtained.

6.5.1 DATA ANALYSIS

Then, the results obtained after applying the questionnaire on the performance of the employees and employees of the Internal Control of the University of the State of Pará and the Federal University of Pará will be presented and analyzed.

According to Graph 1, referring to length of service in the public institutions of Higher Education studied (question one of the questionnaire), what is found is that 53.33% of civil servants and employees who answered the survey are under 5 (five) years of work at the institution, which indicates a renewal of the professionals of the institutions, often through new public tenders and / or temporary hires to respond to demand from the institutions.

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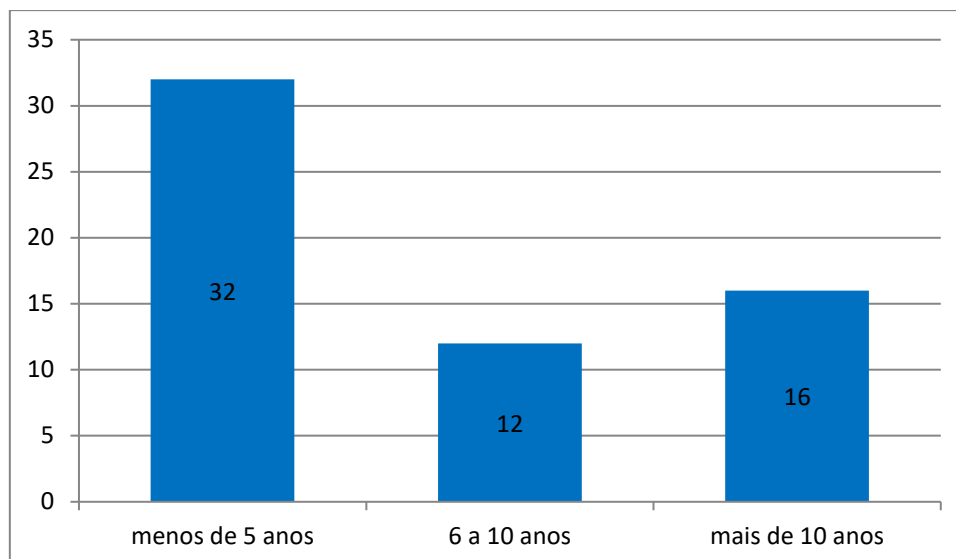
Graph 1 - Length of Service of the Servers in the Institution.
Source: Field Research.

As can be seen in Graph 2, referring to the length of service in the General Controllership of the institutions (question two of the questionnaire), of the 60 (sixty) servants / employees who answered the survey, 26 (twenty-six) (43.33%) , are in the range of 1 (one) to 5 (five), showing that, since the beginning, they have been allocated to the Controllership or assigned to functions inherent to CI activities.
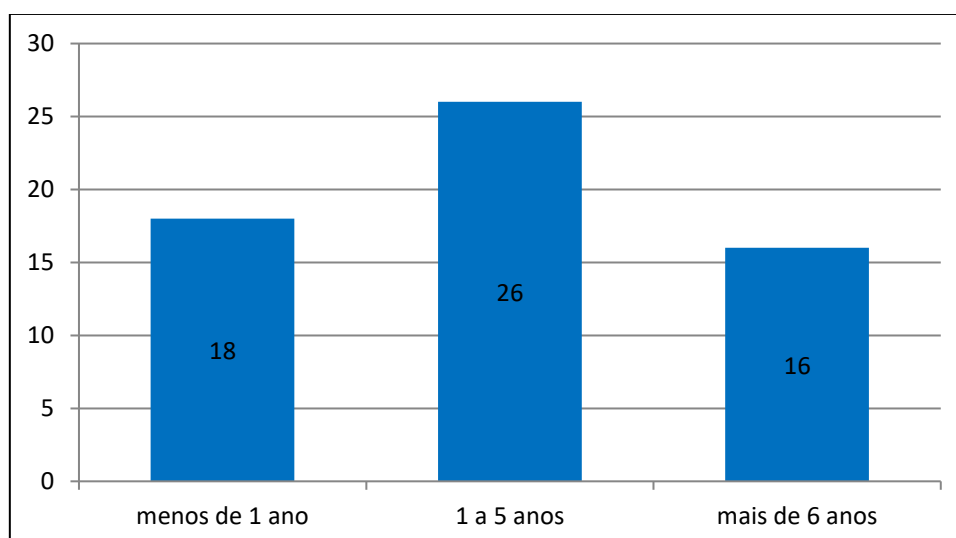
Graph 2 - Servants' Service Time at the Institution's General Controllership.
Source: Field Research

7 FINAL CONSIDERATIONS

Within this context, there is a need for higher education institutions in the Amazon to develop a mechanism to obtain the constant qualification of their employees, not only because

of the need to perform the services of the organization, but also because of the commitment to disseminate culture and socialize employees.

Educational institutions that have qualified teachers, technicians, and outsourced workers, who understand the purpose of the institution, as a provider of services to citizens, fit the trend of public power, which makes the citizen a client, requiring qualified people, what explanations and clarity. However, it is also necessary to qualify managers who fit into the services provided to society. It is also necessary to reduce employee turnover, since leaving the institution will take time to adapt the process for new employees, therefore, a more detailed selection should be made for the insertion of people who have the profile of the institution, however that it is, most of the time by competition, to do a more efficient marketing of the institutions,

However, only qualification and adequate profile do not determine the practice of appropriate conduct. The conclusions of academic projects that involve a large part of civil servants can contribute, since, biodiversity is close to an institution in the Amazon, this can influence the interest of the project developers.

Thanks

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