MAPPING PROCESSES IN THE PUBLIC SERVICE: An analysis of the realities and perspectives within the Dean of Teaching and Graduation of the Federal University of Amapá- UNIFAP

Adriano Socorro de Souza Vaz[1]
Ananias Nascimento de Souza
Suely Duarte dos Santos
Advisor: Rosilene de Oliveira Furtado[2]

ABSTRACT

The general objective of the work is to identify and analyze, within the scope of the Dean of Teaching and Graduation (PROGRAD) of the Federal University of Amapá - UNIFAP, the types of procedures in the procedures of the requirements that reach that administrative sector, since its protocol in the competent sector for the institutional act of the University, its distribution, as well as, the script that follows, until the moment of the resolution and providence of these requests, within the scope of that sector. Within the specific objectives of the research is the investigation of the existence or not of the administrative practice of process mapping, given that this administrative tool, translates reliability in the data of the various sectors of an organization, therefore, being current and extremely important for the attributions conferred on it. This research was developed in order to find the answer to the following question: "what are the advantages that the process mapping provides to the Dean of Teaching and Graduation (PROGAD) of the Federal University of Amapá-UNIFAP? The theoretical orientation of the research is based on the knowledge acquired during the Public Administration course at UNIFAP. The research is also based bibliographically on the theses and dissertations of authors in the areas of Public Administration and General Administration, according to the bibliographic references. And so, with the results of the analyzes made on the mapping of processes, it was found that this sector, can have, several benefits among them, we have: the possible reduction of costs, failures, duplications in services and improvements in the performance of this in general,

Key words: Process Mapping. Benefits. Public administration.

1. INTRODUCTION

In the face of existing globalization, organizations have created the necessary tools for more efficient administrative and productive processes in order to become more competitive in highly fierce markets. In an attempt to increasingly improve competitiveness, companies are looking for tools to improve service among

---

[1] Academics of the Graduation Course in Public Administration - Distance Education / Distance Learning at the Federal University of Amapá - UNIFAP.
[2] Master in Environmental Law and Public Policy from UNIFAP and Professor of Economics from UNIFAP staff.

consumers and customers, becoming more agile and energetic among their competitors in order to achieve the expected results with lower costs.

The activities or processes existing in all organizations are necessary steps for the production of goods or products and services, and thus become relevant in the execution and more competent in the activities.

Process mapping is in a way a technique or group of activities carried out that bring several benefits to organizations, including: cost reduction, reduction of failures and duplications and improvements in the organization's performance in general, as well as better understanding of employees in the procedural phases existing in the companies.

The activities and all their specificities, including the development of activities in a logical sequence, are generated in an effective result, from the point of view of understanding process management.

The study of organizational processes also provides innovations and changes, thus creating new, simpler and more efficient organizational models, improving competitiveness, an essential feature of emerging markets.

Organizational processes are part of existing workflows and end with the delivery of the product or service to the consumer. In this way, there is a specific order of activities to be performed in an interval of time and space.

Public organizations as institutions that provide services to the community are committed to performing services in accordance with their mission, justifying the full provision of excellent work through their servers, which implies the commitment and efficiency of the Union, thus questioning if: what advantages does the process mapping provide at the Federal University of Amapá-UNIFAP?

For this reason, the present research has the general objective to identify and analyze, within the scope of the Dean of Teaching and Graduation - PROGRAD of the Federal University of Amapá-UNIFAP, the types of procedures in the procedures of the requirements and processes that reach this sector and thus , is justified by the need for these public institutions to improve the provision of services offered to the community in general, and for that, it is essential to build continuous improvements and changes in day-to-day administrative activities. The theme is still justified by the authors' affinities with the proposed theme.

2 STRATEGIC PLANNING HISTORY

The Industrial Revolution was a milestone in the evolution of corporate management. The basic characteristics of this period are the development of the manufacturing sector, the application of energy to industry, the improvement of means of transport and communication, the increase in the domination of capitalism and the great technological development.

The history of strategic planning goes through the performance of the State, particularly the military, which based on pre-defined strategies established plans that became actions in the theater of operations. From the Bible Age to the Digital Age, there are certain planning principles that remain constant. One of the great authors of the theme was Sun Tzu, who lived in China at the time of the "Warring States" between 400 and 320 BC and would have been commander of King Holu, of the State of Wu, in central-east China. Sun Tzu dedicates an important part of his work to the study and application of information and planning.

Over time other authors have written on the topic. Machiavelli, in the classic work "The Prince" written in 1513, but only published in 1532, presents basic principles of strategy and even planning when structuring the basis of republican thought that intended to unify the powers in the Italian peninsula. The prince should have a threefold mission: to seize power; ensure political stability and build a unified Republic. Machiavelli saw the figure of that prince in Lourenço de Médici. He should be a tragic, ruthless and cunning, resolute and cold hero, because this was the only way to control the political instability and perversion of men, in order to establish a just city. And to achieve these goals, he should plan, build alliances, build future scenarios.

Clausewitz, 2010, with his famous work "Da Guerra", published posthumously, became known with the phrase in which he defines the association between war and politics: "war is the continuation of politics by other means". The teachings of the 19th century Prussian general are based on uncertainty, the need to adapt positions, where the concepts of tactics and strategy stand out.

Still in the 19th century, George Siemens studied administration, especially planning, as a function and as a structure and stood out in Germany, between 1870

and 1880, when designing and building the "Deutsch Bank" which soon became an institution leading and dynamic financial institution within Continental Europe.

The industrial revolution produced significant changes in the economic structure of society. The production relations were modified and the need arose to systematize and manage the production that grew exponentially.

In this context, between the end of the 19th century and the 20th decade of the last century, we had several authors with expressive academic works that influenced the way of managing companies and institutions, which undoubtedly stimulated the use of strategic planning, as a tool for management. Taylor, Gant, Fayol, Ford and Weber are among them.

The two great wars forced States, in particular, their Armed Forces and industrial sectors to develop techniques and tools that optimized their resources, especially logistical ones. Thus, strategic planning is reinforced as a decisive tool for the development of medium and long-term actions.

With regard to the strategic planning of the State, Brazil accumulated, especially between the 40s and 70s of the last century, a reasonable experience in matters of governmental planning. From the first exercises, in the immediate Post-World War II, through, among others, the Salte Plan (health, food, transport and energy) and, later, Juscelino Kubitschek's Goals Plan, up to the most recent multi-annual plans, constitutionally determined, over the past five or six decades, the Brazilian State has made several attempts to plan for the future and organize the process of economic development.

Structured more often around major economic goals and, in some cases, formulated to meet needs for economic stabilization or regional development (such as Sudene), these government planning experiences - of which the most well-known and ambitious were, at the height of the military regime, the two national development plans - managed to achieve some of the proposed goals, but had little impact on the social situation of the nation.

The country has grown mature from an industrial point of view and has advanced technologically along these plans, but, despite sectoral progress, society has remained unacceptably unequal or has continued to suffer from various inequities, especially in the fields of education, health and other living conditions for the most disadvantaged sectors of the population.

At the end of the first term of the Fernando Henrique Cardoso administration, a long-term plan for Brazil called Brazil 2020 was prepared by the Secretariat for Strategic Affairs / SAE. The extinction of SAE itself, at the beginning of the second term of the aforementioned government, ended up making use of the studies contained therein.

With the "Brasil 3 Tempos" Project, our country resumed, in 2004, the path of long-term strategic planning. The Strategic Affairs Nucleus of the Presidency of the Republic - NAE / PR - is conducting this Project, using its own methodology.

In the private sector, however, it was from 1950 that changes began to be intense, continuous and increasingly rapid. Every decade, new Strategic Planning concepts and applications have emerged, impacting or being impacted by areas such as Marketing, Finance, Production, Globalization, Technology and Quality.

However, strategic planning, as it is known today, appeared only in the early 1970s of the 20th century. In the 1950s and 1960s, managers employed more operational planning, since total demand growth was controlled, and even an inexperienced manager was unlikely to be successful in the business.

This changed with the turmoil of the 1970s, which brought about several crises: oil prices skyrocketed with the war between Arabs and Israelis; there was a shortage of energy and raw materials, double-digit inflation, economic recession and alarming unemployment rates.

This sequence of events in the economy brought about the need for a new strategic planning process, aiming to keep companies in a good position, even in the face of problems that may occur in any of their businesses or product lines.

Strategy and, more directly, strategic planning definitely entered the agenda of companies in the 21st century. One of the most respected authors is Michael Porter, considered the world's greatest authority on competitive strategy. He is the author of the biggest international bestsellers in the area, among which stand out: Competitive Advantage, Competitive Strategy, The Competitive Advantage of Nations, On competition and, more recently, Redefining Health Care that is revolutionizing health management worldwide .

2.1 Definition of Strategic Planning

One of the difficulties of companies is the conceptualization of the role of strategic planning, especially its real breadth and scope. Drucker (1977), in his book Introduction to Administration, keeps in one of its chapters a space for the topic in question and, even before defining what strategic planning is, he defines what is not strategic planning. According to him:

> · Strategic planning is not a box of magic or a jumble of techniques - quantifying is not planning;
> · It is not prediction - it is necessary because it does not have the ability to predict;
> · Does not operate with future decisions. He works with the future of present decisions;
> · It is not an attempt to eliminate the risk. It is essential that the risks taken are the right risks.

There are many conceptualizations for strategic planning. According to Kotler (1992, p.63), "strategic planning is defined as the management process of developing and maintaining a reasonable fit between the company's objectives and resources and the changes and market opportunities". The objective of strategic planning is to guide and reorient the company's business and products in such a way as to generate satisfactory profits and growth.

Drucker (1977) defines Strategic Planning as a continuous, systematic, organized process, capable of predicting the future, in order to make decisions that minimize risks.

For Oliveira (2007), strategic planning is,

> "An administrative process to establish the best direction to be followed by the company, aiming at the optimized degree of external factors - not controllable - and acting in an innovative and differentiated way" (Oliveira - 2007)

Regardless of the author, it is clear that strategic planning is a set of tools that in themselves are insufficient, but when it is followed by tactical and operational planning, it consists of a robust tool to implement the organization's strategic thinking. However, what is the difference between planning between strategic, tactical and operational planning?

In summary, it can be said that in terms of levels, strategic planning relates to long-term objectives and strategies and actions to achieve them that affect the company as a whole, while tactical planning relates to objectives shorter term and with strategies and actions that generally affect only part of the company.

Operational planning, on the other hand, can be considered as homogeneous parts of tactical planning, with formalization, mainly through written documents, of the established development and implementation methodologies. It focuses on day-to-day activities.

In general, strategic planning is the responsibility of the highest hierarchical levels of the company / organization, tactical planning is developed by the intermediate levels, with the main purpose of efficient use of available resources and operational planning is prepared by the lowest levels of the organization. organization.

3 QUALITY MANAGEMENT IN THE PUBLIC SECTOR

According to the authors Paula; Valls (2014) quality management in the public sector is justified due to,

> "The rapid advance of society and globalization, the market has become increasingly competitive and in order to survive this dynamic, institutions need to establish goals and strategies thus improving the quality of products and services offered to their customers.

Carneiro (2010, p.02) explains that,

> "Around the world, developed or developing countries are seeking to improve their public administration through the use of models and practices typical of private companies"

This concern with quality in the provision of services is the result of transformations for which the public administration has been suffering due to the demand and behavioral change of new users, distancing itself from the old bureaucratic model present in the public service.

And so, Paula and Valls (2014) emphasize that,

> "Business processes are classified into three types: business; organizational and managerial, and process management must be implemented in this context so that the processes are executed efficiently, thus corroborating with quality management. "

For Campos (2004, p.03), about the product or service,

> "The quality product or service is one that perfectly, reliably, affordably, securely and at the right time meets customer needs".

The author Paladini (2009) says that,

> "The concept of quality changes all the time, and according to the time, it can be given more or less importance to certain aspects, making the concept somewhat transitory and related to several concomitant factors"

And still Campos (2009) tells us that,

> "THE Total Quality Management refers to a characteristically integrative approach, which seeks consumer satisfaction through the use of tools and techniques aimed at achieving high quality in goods and services. "

For Richard Le Dafft (2010) we have to,

> "A popular approach based on a philosophy of decentralized control is total quality management (TQM - Quality Menagement), an effort by the entire organization to infuse quality into each activity of a company, through continuous improvement. Managing quality is a concern in all organizations ".

According to Jacobsen (2009), "the great challenge of quality management is to define what is understood and how to measure a quality standard" that Tolfo (2009) "the adoption of TQM, or Total Quality Management, presupposes a substantial change in the whole way of conceiving work organization".

According to Nunes (2010) "it is up to each organization to define, in its management improvement plan, what to do to respond to the improvement opportunities identified during the assessment". However, the criteria establish in a prescriptive way what is expected of an excellent Public Management.

These principles and characteristics of excellent management are the center of the evaluation process and must be evidenced by the organization's management practices and the results resulting from these practices (NUNES, 2010).

4 PROCESS MAPPING

4.1 - Concepts and Features of Process Mapping

For author Wildauer (2015), process mapping is,

> "A finite, sequential and ordered set of steps that must be performed for an input (an input) in something useful (an output) valid, that meets the predefined specifications (parameters, dimensions, deadlines, etc.)"

According to Perrone (2006),

> "It is the process that can be defined as a set of macro activity, physical or not, interdependent with each other, which are exercised with the purpose of reaching a common objective that can be in terms: quantitative, qualitative, temporal, financial, geographical, motivational or satisfaction (for example: processes for registering suppliers, bidding, receiving materials, etc.).

For the author Mello (2008),

> "It is a tool that offers the visualization of the entire production process including activities of value and improvement when used correctly, in addition

> to documenting all the elements that make up a process and to correct them in a timely manner".

According to Wildauer (2015) "it is an essential management tool in the organization". And for the author Silva (2014), "it is a culture that is based on an evaluation and reassessment of the product produced, initiating improvements in the companies' value chain".

Also according to Mello (2008), "it is an important tool that presents the current state of a process in which the first phase of the improvement model must be used".

Once future stages are defined, they must be presented through scenarios or maps with the purpose of guiding future actions. For Alvarenga (2013),

> "The process mapping has as main objective to understand and communicate the flow of activities and the transformations that occur internally in the company. In this way, it is possible to visualize and restructure processes in order to modify activities that do not generate value for customers ".

For Hammer (2007) productivity improvement is,

> "Issues related to improving productivity, flexibility and agility to meet the needs of the business, the appropriate use of information and management technologies, although they are present in the daily lives of entrepreneurs and executives, are difficult to handle"

Thus, there is no organization that does not own or execute processes. Within every production process, whether goods or services, there is always a process involved, where some are directly linked to administrative areas, while others are the production of goods and services (OSM, 2011).

Oliveira (2007) also points out that "the more dynamic the effective and efficient processes that exist in administrative structures are, the more dynamic the organization will be".

4.2 Expected Advantages

One of the advantages of elaborating a process mapping in the scope of the administration of an organization, is the importance of fundamentals for decision making, as well as being equipped with control over the data, objects of the decision content, as described by Block (2013, p.52) when it says that:

Bibliometric Study: Mapping Processes in the Public Service: An Analysis of Realities and Perspectives Within the Dean of Teaching and Graduation of the Federal University of Amapá-UNIFAP

> "Making decisions is easy. Making decisions that people will support is not so easy. Organizations seem to work better when people have the opportunity to influence decisions that directly impact their work. When people think something is important and have some control, they will be motivated to make an effort to make things work. When they consider it important but cannot exercise control, the common tendency is to be cautious or stay on the offensive, take no chances, keep information and protect yourself from guilt ".

For Oliveira (2014, p.71),

> "Mapping helps to identify waste, providing a common language to deal with manufacturing and service processes, making decisions about the flow visible, so that they can be discussed, adding lean concepts and techniques"

For Alvarenga (2013),

> "Processes are directly responsible for generating value for an organization, which in itself addresses a set of production resources that are used to transform input into outputs and at the same time to benefit the external or internal customer"

As shown in figure 1.

Figure 1: entry and exit model in organizational processes

Source: Prepared by the authors, 2016.

For Kintschner; Breciani Filho (2004). "Thus, a process is composed of input, output, time, space, ordering, objectives, and values that result in a structure to provide services and products to customers"

In this way, the process approach provides continuous control between individual processes and their combinations and interactions, facilitating improvement in all activities to be performed within companies.

According to ABNT (2008), process management develops advantages when it comes to quality management by developing implementing and improving the effectiveness of the management system in order to increase customer satisfaction.

For Alvarenga (2013) when applying process mapping, different thoughts arise in improving the process as a whole. Thus, a small process map develops new ways of thinking about the activities of organizations.

Bibliometric Study: Mapping Processes in the Public Service: An Analysis of Realities and Perspectives Within the Dean of Teaching and Graduation of the Federal University of Amapá-UNIFAP

For Jacobsen (2009, p.108),

> "The interesting thing is that the philosophy of continuous improvement ends up serving as an instrument to make people, throughout the organization, inspired to constantly improve themselves in everything they do"

5 - METHODOLOGICAL PROCEDURES

5.1 - Presentation of Results

Research on Process Mapping in the Teaching and Graduation Office (PROGRAD) of the Federal University of Amapá - UNIFAP, presents itself specifically declining aspects of the flow of administrative work developed in that sector of the Federal University of Amapá-UNIFAP, where through the results found, it is possible to give vent to suggestions that will have repercussions in a common rationality, for and in this way, it proposes to offer administrative services with better quality and greater productivity.

At all times spent on research, it was observed that the demands are quite diverse in this sector, and this exists because of what is the same for the functioning of the university institution itself, so the content of its usefulness is consistent with the diversity of demands processed in the body.

In view of these first statements, we can divide the research into four distinct moments: the first, will be the data from PROGRAD as sector and its functionality; the second moment will be with the investigative detection of the difficulties existing in that sector of UNIFAP; the third moment will be the possible resolution of the problems, which are at the heart of the research and which have been inserted so that they can be the subject of future debates between the actors, for whom, the management of the agency indicates and is responsible for the increase of studies with the purpose of giving more quality to services disciplined by the sector, as well as, assertions for its good performance as an important sector of the Federal University of Amapá; and the fourth and final moment will be the conclusion of all the research and trends in the sector towards new proposals.

5.2 - PROGRAD Data and Sectorial Development

Based on the management of this sector and UNIFAP's Internal Regulations, the research is based on results with greater authenticity in its content, through the data presented by the management of the sector and its sectors in order to make this research feasible:

The purpose of the Dean of Teaching and Graduation - PROGRAD is to program, supervise; coordinate and evaluate undergraduate teaching activities. Its mission is to coordinate in an articulated manner with public policies, involving undergraduate, research and extension, offering a favorable environment for guidelines to be discussed and implemented, with the objective of obtaining excellence in the education of undergraduate students.

This department is responsible for:

- Define the University's undergraduate teaching policy;

- Elaborate the annual and multiannual plans for undergraduate education and promote the conditions for their implementation;

- Comply and weaken the superior councils;

- Supervise academic bodies

- Propose teacher training plans to the Superior Council, after hearing the CPPD;

- Coordinate the processes for improving the quality of teaching;

- Permanently monitor and evaluate undergraduate education at UNIFAP;

- Submit the PROGRAD's annual activity report to the Rectorate;

- Issue an opinion to the superior administration regarding the bidding proposals and contacts related to its area of competence and, when applicable, on other expedients; and

- Carry out other activities assigned to him by the Rector and by the Superior Councils.

It is located in the Rectorate of Education of the Federal University of Amapá and currently develops services with 20 employees. There are other sectors linked to PROGRAD, with a larger number of servers. These sectors are:

1. Department of Selective Processes and Competitions - SEPSEC;
2. Department of Academic Registration and Control - DERCA;
3. Department of Distance Education - DeaD;

4. Department of Education - Ded;

5. Department of Philosophy and Human Sciences;

6. Department of Biological and Health Sciences;

7. Department of Exact and Technological Sciences;

8. Department of Arts and Letters; and

9. Central Library - BIC.

The research in the agency, found that PROGRAD works from Monday to Friday, from 8:00 am to 12:00 pm and from 2:00 pm to 6:00 pm. And in urgent situations, consultations and advisory meetings, the agency also operates at night.

The survey also found that there is a hierarchy of positions in the management of the agency, and the usual nomenclature of positions are as follows:

Teaching Coordination - COEG sector with strong attribution regarding the organization of courses, Secretariat responsible for attending and organizing processes and Advisory responsible for working on educational and political actions.

In this department of UNIFAP there is a schedule or flow chart of the services and this proposal from the administrative organization has been discussed for a future update.

It was also diagnosed that the specific script for administrative work and work flow are centered on Administrative Processes, service to the external public, servers and students and in relation to service demands, it has its protocol directly, at the Executive Secretariat, where it is gateway to the processes and jobs that are sent to this sector and the nature of the work comes from different sectors.

PROGRAD is an agency that performs work directly with processes, Requests and Requirements of Students and External Communities, are demands of various kinds and the requested information and forwarded processes have deadlines based on law and the identification of the forwarded processes and memos are identified by number protocol.

On average, there are 02 to 15 cases entering the agency daily, and 5 to 15 electronic memos daily and more services that are diverse on the day. On average 30 to 70 weekly visits are performed.

The demands that reach this department have deadlines, so those that demand a certain degree of urgency are given priority by the level of demand. Each

process has been executed, with varying time of analysis and dependence on feedback with other departments, that is, such referral does not depend on deliberation only from the analysis sector, but depends on information together with other departments.

There is a system of integration between sectors, within the standard internal scope of communication, the same as that used in other Universities, that is, the SIPAC system - Integrated Heritage System.

In relation to the sectors existing within the Dean of Undergraduate Education, PROGRAD is composed of:

10. Executive Secretary; 3
11. Undergraduate Teaching Coordination - COEG; 16
12. Department of Selective Processes and tenders - DEPSEC;
13. Department of Academic Registration and Control - SERCA;
14. Department of Distance Education - DeaD;
15. Department of Distance Education - DEDU;
16. Department of Philosophy and Human Sciences;
17. Department of Biological and Health Sciences;
18. Department of Exact and Technological Sciences;
19. Department of Arts and Letters; and
20. Central Library - BIC.

5.3 - RESEARCH CORE

Therefore, the research, being eminently of a nature on the studies of process mapping in the sector, went by using as reference and subsidy, exclusively, in the workflow of the administrative sector of PROGRAD.

Based on the observations of the research team within the scope of this department and throughout the development of the workflow in the sectors of PROGRAD-UNIFAP, together with the presentation of the data collected from the agency, it was possible to analyze compliance with deadlines, those responsible for each step and what can be done for each area to meet demand.

It was also observed that the integration model that exists between the sectors of this department, are susceptible to dispersions or failures in the flow of processes, because among the various sectors that make up the body there is no establishment of criteria for deadlines for completing a service that it depends on views between the sectors, because the deadlines based on the law work only as a kind of parameters for the time taken to resolve the demands that reach the agency with respect to the final result of the services provided by the agency. On the other hand, when observing the flow of administrative services in public administration, it is clear that the lack of interaction between the departments of an agency, causes dysfunctions in such flow, and that is why it is so common to delay the demands that reach the public agencies. ,

On the other hand, it appears that the facts presented in the previous paragraph, as stated, make work in an organization unfeasible with regard to the normal flow of services, from the point of view of productivity, and this point cannot be overlooked in any matter. public organization and, at the same time, it hinders the development of administrative work, as it is well known that integration between sectors ensures that organizations present better performance, better monitoring and protection of their clients, who are managed.

After the investigation of the previous paragraph, it is possible to verify in a plausible way to solve this bottleneck presented in the workflow under PROGRAD, that the interaction about the processes existing in these bodies, requires computer programs that introduce all data from processes in a channel accessible to all sectors, as well as the determinant of scanning all documents that arrive from the external public in the protocol and placing them in the internal system between sectors, since the standard SIPAC system in federal university institutions, manipulates only information between internal bodies of the institution and between the institution and others of a nature external to the campus and not between the PROGRAD sectors for work with ongoing processes and general demands filed with the agency.What has been observed is that at this current moment at PROGRAD we still work with printed processes, where they wander from sectors to sectors for certain solutions, without here focusing on the issues of keeping all the printed material, because with time

created a mountain of paper where there will not be enough space on the campus to store these materials.

It was also observed during the investigation that in the sector under study there is a single protocol for the entry of all demands of the agency, functioning in the Executive Secretariat of the agency. As much for the processes coming from organs of the university institution itself, through electronic memos, as those that come from the community outside the university campus, that is, coming from citizens who do not belong to the administrative staff.

Looking at the systemic look of an organization, this is what can be called "centralization of administrative services", that is, an inverse path of decentralization and administrative modernity, where the rational way of distributing tasks is precisely in the fact that the manager knows divide responsibilities. Therefore, a form contrary to this, has a negative impact on the development of the productivity of work in that body.

Public administrative methods must yield to modernity so that the archaic can only be grounds for memories in administrative life, and managers must increasingly make efforts in this direction. In the present case, the single protocol at the Executive Secretariat has its raison d'être, because they did not find another way to receive the demands, but it brings problems, mainly, because it centralizes the actions in only one sector of the agency, as is the case of this sector , and burdens the executive secretariat according to the investigation carried out.

In other words, the executive secretariat of an organ cannot lend itself to protocols, but rather to provide direct assistance to the organ's manager, especially in the effort to subsidize the organ's manager in the administrative and legal aspects. Therefore, for the resolution of the problem, an individual "protocol" is created in the agency, that is, functioning as a sector, equally to other sectors, and the work in the protocol sector must receive the demands, form the processes by numbering them. them, as well as, inserting the documents that include this process in a scanned way into the internal data system in the computer channel, which at that moment must be

interconnected with the other sectors, so that they have instant access to all the processes that enter the, because only then,

These are "cardinal" points for the accuracy or providence of the research, where it is based, therefore, on concrete facts observed within the scope of this department and which exposes the result in a very objective way, to be the subject of more debates between the actors to whom they are Studies were dispensed for the best use of each organ that makes up the whole of the university organization.

Then, and continuing the administrative analyzes of the agency, it was possible to make a diagnosis based on the observation of the flow of work produced by the sectors of the same, therefore, in view of these aspects it appears that one of the tools capable of effectively organizing this department, will be the use by its collaborators and other administrative sectors of the tool in a "workflow", Or workflow, where pit will make it possible to organize and monitor activities in a kind of checklist of all existing processes and their purposes, as well as the measures that have been taken.

On the other hand, also in the administrative sector, in order to provide greater transparency to matters related to PROGRAD, the administrative tool of"Accountability" in the administrative scope of the agency, as this is the duty that every manager has to report to the competent agencies and citizens in general, maintaining maximum transparency in relation to public business and services, as well as giving a systemic view of the entire workflow at PROGRAD and this brings rationality to the work.

6 - FINAL CONSIDERATIONS

In conclusion, the research was fruitful in the sense of detecting bottlenecks that appear as obstacles to the good performance of PROGRAD, at the same time finding, administratively, paths for competent management with the wishes of the internal and external community of the sector under study. However, these data in the research, can only have their acceptance concluded, when the debates that should be produced from the results exposed here, are constantly discussed with the institutional

community, because the logical conclusion is always present, when working for the new things are appreciated and bring real benefits to the public administration and those administered.

REFERENCES

ALVARENGA NETTO, CA The proposal for a macro-process mapping and management model. 2013. Thesis (PhD in Production Engineering) - USP, São Paulo, 2007.

BLOCK, Peter, Infallible Consulting: A Practical, Inspiring and Strategic Guide / Peter Block, 2013 - São Paulo - M. Books do Brasil Editora Ltda.

CAMPOS, VF TQC: total quality control in Japanese style. Nova Lima: INDG, 2004.

CARNEIRO, MFS Public management: the role of strategic planning, portfolio management, program and projects and project offices in the modernization of public management. 1. ed, Rio de Janeiro: Brasport, 2010.

CLAUSEWITZ, Carl Von. Da Guerra, 3rd ed. Editora Saraiva, 2010.

DRUCKER, Peter F. Introduction to Administration, Editora Thomson Pioneira, 1977.

GONÇALVES, JEL Companies are large collections of processes Revista de Administração de Empresas - ERA. São Paulo, 2001.

HAMMER, M. Deep Change: how operational innovation can transform your company. Havard Business Review, 2007.

JACOBSEN, Alessandra de Linhares Administration theories II / Alessandra de Linhares Jacobsen, Luís Moretto Neto. –Florianópolis: Department of Administration Sciences / UFSC; [Brasília]: CAPES: UAB, 2009. 170 p. : il.

KAPLAN, Robert .; NORTON, David P. Strategy-oriented organization: how companies adopt the balanced scoredard thrive in the new business environment. 6.ed. Rio de Janeiro: Campus, 2001.

KINTSCHNER, Fernando Ernesto; BRESCIANI FILHO, Ettore. Process Reengineering: transforming customer needs into parameters of a system. UNISAL Administration Magazine. Year 01, N. 01, Jul. Ten. 2004.

KLOTER, Fhilip. Marketing management: analysis, planning, implementation and control. 2.ed. São Paulo: Atlas, 1992.

MELLO, Celson Antônio Bandeira de. Administrative law course. 25.ed. São Paulo: Malheiros, 2008.

NUNES, Breno; BENNETT, David. Green operations initiatives in the automotive industry. São Paulo, 2010.

OLIVEIRA, Djalma de Pinho Rebouças de. Strategic planning: concepts, methodologies and practices. São Paulo: Atlas, 2007.

OLIVEIRA, Djalma de Pinho Rebouças de. Systems, organization and methods: a managerial approach, 19th edition, São Paulo: Atlas, 2014.

OSM. Organization, systems and methods: a managerial approach. Org. Maria Virgínia Llatas. 12. ed. São Paulo: Prentice Hall, 2011.

PALADINI, EP Quality Management: theory and practice. São Paulo: Atlas, 2009.

PERRONE, Renato Gomes. Corporate planning system: systemic approach, Rio de Janeiro: Qualitymark, 2006. 304 p.

PIANA, MC. The construction of the social worker profile in the educational scenario. São Paulo: Editora UNESP; São Paulo: Cultura Acadêmica, 2009. 233 p. ISBN 978-85-7983-038-9. Available from SciELO Books <http://books.scielo.org>. ADMINISTRATION SCIENCES JOURNAL, YEAR 1, n. 1, 1999, Total Quality: A new paradigm? Suzana da Rosa Tolfo.

SANTOS,

VILLELA, Cristiane da Silva Santos. Process Mapping as a Tool for Restructuring and Organizational Learning, Master's Dissertation concluding the Postgraduate

Course in Production Engineering, Department of Production and Systems Engineering, Federal University of Santa Catarina. Year 2000.

Wildauer Egon Walter and Wildauer Laila Del Bem Seleme.Process mapping: concepts, Techniques and tool [Electronic book]. - Curitiba: Intersaberes, 2015, June 4, 2016.