

Process-oriented management in the public administration entities

PhD thesis

Issues of methodology of using process-oriented approach in the public administration entities are getting more and more popular both among the theorists and practitioners dealing with public management. This fact is being evidenced not only by the increase of publications concerning the issues previously mentioned here, but also the character of enforcement action at least some of the elements of concept of process-oriented approach in the public administration entities.

Optimization of activities, having processes in mind and not functions, is the basic assumption of process-oriented management. Not only private entities, but also public administration (public organisations) are looking for solutions that will improve their functioning. One of the very basic ways of improving the functioning in the public administration entities is to enforce the concept of process-oriented management.

The most important motivators for undertaking the research were the following rationale:

1) Process-oriented management is a relatively new research area. The first mentions about the modern concept of process-oriented approach can be found in the work of J. Zieleniewski, who claimed that "in all the cases of deliberate organisation of structures understood statically they should be organised [...] because of the processes that are supposed to undergo inside them". In spite of the fact that there are studies on process-oriented management, process maturity, models of process maturity, there is a lack of research aimed at a very wide spectrum of offices in relation to processes.

2) Lack of comprehensive and all-encompassing research covering different aspects of the functioning of public administration in relation to the level of maturity and the results of their business activity. A part of publications is grounded on the determination of the level of public organisations maturity, it is mostly a five-step scale compatible with CMM(I) methodology.

3) The next motivator is a cognitive-oriented question. Do public officials have a tendency to overstate or understate process maturity of the office? The results of the research contained in this study show the relationship between the results of the maturity assessment in an objectivised and subjective way.

4) Lack of research on process maturity relationships and the results of the offices.

5) The factor differentiating private entities from the public administration entities is the financial result. As a rule, the annual budget of the office is fixed in advance, but at the end of the year, the office may show a surplus, which is not considered to be a success but rather a disproportionate use of public funds.

The main objective formulated for this work was to develop a model for the implementation of a system of measurement enabling effective regulation of public administration units' processes in Poland.

The achievement of the main objective has been enhanced by achieving the following specific objectives:

- 1) The impact of process maturity on the results of the public administration entities.
- 2) The diagnosis of the level of process maturity.
- 3) Classification and the scope of application of measures useful in process management in the public administration entities.
- 4) The role and influence of legal regulations in process management in the office.

Four equivalent research hypotheses have been formulated, without a distinction between the primary and auxiliary hypotheses, these are as follows:

- 1) The use of measures in the public administration entities helps to improve their efficiency.
- 2) Processes functioning in Polish offices are not sufficiently measured.
- 3) An important factor stimulating the implementation of measurement systems used in process management in the public administration entities is the pro-quality awareness of the management.
- 4) Lack of expertise and low level of managerial competence of officials in the use of measures in process management is an important factor hindering the use of measures.

The research process used in the work was divided into four stages. The first stage is the analysis of secondary sources. First of all: in-depth literature on the subject, thematic publications prepared by scientific institutions and research companies, reports, information published in the Public Information Bulletin, data published by research institutions, information obtained through participation in public conferences organised by scientists and the public administration entities. Stage two - a questionnaire survey. The questionnaire was addressed to entities representing local government, government and other administration. The survey covered city offices with poviats rights, selected units of the National Treasury Administration, regional chambers of accounts, voivodship offices, marshal offices, voivodship employment offices, poviats starosties and voivodship administrative courts. In the third stage (expert method, the Delphic method) three experts were obtained from offices characterised by providing good practices to other offices, one case was characterised. Stage four. Case study analysis of three units. In this stage, two city office (one voivodship office) was selected for the study, as a representative of the local government administration.

Synthetically summarizing the structure of the chapters, they can be defined as follows - the first chapter is about administration in the management process, the second chapter is about processes in management and the third (fully empirical) chapter is about processes in administration. The mutual permeation of the chapters' content and their gradual supplementing and deepening, in the form of penetration of one chapter into another, is a characteristic feature of the study.

This study is dedicated to a wide range of recipients, in particular to the management of government and local government administration offices at each level, as well as quality management plenipotentiaries, auditors and persons interested in the subject of management in administration.