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COMPETENCES OF LOCAL SELF-GOVERNMENT MANAGERS

Summary. The objective of the paper is to present the competences of local self-government managers and their role in the more effective completion of public tasks. The requirements for managers pursuing the tasks are presented as well as the examination of how the legislator assesses the managers in relation to the regulations determining the eligibility requirements for self-government employees. The paper concludes with *de lege ferenda* postulates.

Keywords: managerial competences, public tasks, local self-government organizations

KOMPETENCJE MENEDŻERÓW SAMORZĄDOWYCH

Streszczenie. Przedmiotem zainteresowania autorów były kompetencje menedżerów samorządowych i ich rola w efektywniejszej realizacji zadań publicznych. Przedstawiają wymagania stawiane menedżerom realizującym te zadania oraz uwzględnienie tych okoliczności przez ustawodawcę w przepisach określających wymagania kwalifikacyjne pracowników samorządowych. Opracowanie kończy podsumowanie i postulaty *de lege ferenda*.

Słowa kluczowe: kompetencje kadry menedżerskiej, zadania publiczne, organizacje samorządowe

1. Introduction

One of the common problems in modern administration is the necessity to execute a growing numbers of tasks with fewer resources allocated to this purpose, alongside with simultaneously rising quality expectations of customers. This phenomenon appears very often in local government, where units are burdened with new tasks without adequate financial resources¹ and authorities bearing political responsibility. The solution to this challenge is a concept of New Public Management, which assumes the implementation of business rules of functioning (based on maximizing effects, cost optimization, etc.) into the administration². This means it is crucial to establish new requirements for people responsible for management of local government units, such as competency required to manage units oriented on making profit. For this purpose the paper presents the role of managers and executives in a non-profit organization and the requirements they are facing, such as vocational education and usefulness of these competences in administration – with reference to and subject to legislation. This case study is going to try to answer the important question: is the legislator aware of the featured phenomenon in administration, and is he coming forward to meet the needs.

2. The Concept of managerial staff and their competence

Managerial staff is responsible for organizing and coordinating the work of external organs and represents the organization outside. The knowledge, skills and experience possessed by an organisation significantly contribute to effective implementation of the tasks of an organisation, cooperation between people, efficient functioning or its development.

In literature, among the many approaches to the description of a manager's performance stands out the approach formed on the description of management functions initiated by H. Fayol. Another approach is related to the identification of role management (H. Mintzberg). Sometimes the work of a manager is considered from the typology of his

¹ See Bogucka-Felczak M.: Sądowa ochrona praw jednostek samorządu terytorialnego do dochodów. „Finanse Komunalne”, No. 3, 2012, p. 5 and next; Niezgoda A.: Zagrożenia dla gospodarki finansowej gmin i powiatów w perspektywie kryzysu finansów publicznych. „Finanse Komunalne”, No. 1-2, 2010, p. 18 and i next; Szewc T.: Dostosowanie prawa polskiego do zasad Europejskiej Karty Samorządu Lokalnego. Branta, Bydgoszcz-Katowice 2006, p. 160 and next; Wrona T.: Doświadczenia 20 lat samorządu terytorialnego – stan finansów samorządowych. „Samorząd Terytorialny”, No. 7-8, 2011, p. 10 and next.

² Zalewski A.: Reformy sektora publicznego w duchu nowego zarządzania publicznego, [in:] Zalewski A. (ed.): Nowe zarządzanie publiczne w polskim samorządzie terytorialnym. Szkoła Główna Handlowa, Warszawa 2007, p. 17; Zawicki M.: New public management i public governance – zarys koncepcji zarządzania publicznego, [in:] Hausner J., Kukiłka M. (eds.): Studia z zakresu zarządzania publicznego, vol. 2. Małopolska Szkoła Administracji Publicznej Akademii Ekonomicznej, Kraków 2002, p. 72.

skills, or the latest approach is to describe the manager's work focusing on competences (R.E. Boyatzis).

Competency is defined as the possession of knowledge that allows the issuing of judgements, or a range of issues that could lead to judgement because of possession of information and experience³. While working on the characteristics of competence, it can be observed that in literature there are differences in the definition of the term. This term is very often used interchangeably with the concept of skills, qualifications or abilities. This happens mainly due to fact that these terms have very similar meanings, and also because researchers in various disciplines have similar interests relating to competence issues (anthropology, psychology, praxeology, law, sociology, management)⁴.

Management literature is dominated by two approaches to the analysis of the description of competence. Competence is considered more broadly as the competences of an organization and in narrower term as the competences of employees⁵. The Analysis of the narrower term of competences can lead to another split into competences of personnel and competences of managerial staff.

In literature, the conceptualization of the competences of managers has been the subject of many studies that includes research done by: R.E. Boyatzis, C. Lévy-Leboyer, C. Constable, S. Robinson, D. DeCanzo, T. Watson, G. Yukla, A. Rakowska, A. Sitko-Lutek, Cz. Nosal, A. Gick, M. Tarczyńska, B. Kożuch, K. Kubik, R. Walkowiak and others. One of the most widely quoted definition of managerial competences has been developed by R.E. Boyatzis. He defined it as “the potential that exists in man, leading to behavior that contributes to the fulfilling of the requirements at given position within the parameters of the environment, which gives the desired results”⁶. The above definition was created based on research conducted among executives, which showed that the success of management is influenced by a combinations of factors including personality traits, motives, experience and behavioral traits.

Since then, many researchers have become interested in the subject matter of competence, which has led to many different interpretations. A very similar opinion to this has been created by R.E. Boyatzis and formed by C. Lévy-Leboyer. According to the author, “Competences relate to the integrated implementation of skills, personality traits as well as the knowledge to carry out a complex mission in the context of the company that commissioned the individual, and in the spirit of its strategies and its culture”⁷. On the other

³ See Słownik wyrazów obcych. Państwowy Instytut Wydawniczy, Warszawa 1959, p. 351.

⁴ Pawłowska E.: Wpływ kapitału społecznego na realizację celów w zamkniętych zakładach opieki zdrowotnej, unpublished doctoral thesis. Zabrze 2008, p. 118 and next.

⁵ See Sitko-Lutek A. (ed.): Polskie firmy wobec globalizacji. PWN, Warszawa 2007, p. 13.

⁶ Boyatzis R.: *The Competent Manager*. John Wiley & Sons, New York 1982, p. 18.

⁷ Lévy-Leboyer C.: *Kierowanie kompetencjami*. Poltex, Warszawa 1997, p. 19.

hand, C. Constable defined competences as an “ability to use knowledge and skills for the effective performance of the role of a manager”⁸. According to the author, all managerial skills, as long as they are effectively used, can be considered as competences. Constable also presented a list of key capabilities for the determination of managerial competence, such as: the ability to make right decisions, creativity, willingness to take risks and a high level of energy.

An interesting approach to managerial competences is presented by A. Rakowska and A. Sitko-Lutek. The authors believe that “Competences represent a wider concept than abilities and acquisition of skills is not a sufficient condition to ensure that a manager is competent. It is important to note that competences include: motives, personality traits, abilities, cognitive skills, knowledge and interpersonal skills (...). Skills and abilities influence the effectiveness of managers work, as the result of his competence⁹. Moreover, they believe that “a competent manager is an employee who, with the right attitude and personal qualities, will want to successfully use the acquired knowledge and skills”¹⁰.

In establishing characteristics of managerial competences it is also important to draw attention to four of its aspects: dynamic, system, cognitive and holistic. The dynamic nature of competences is a result of changes in the environment, which have an impact on changes inside the organisation. Therefore, the structure of the competence of managers must change to effectively conform to the changes. The systemic nature of the organization enforces focusing the competences of managerial staff on the skill of continuously analysing inputs and outputs of the system. The holistic aspect is a result of openness of the system, and the cognitive nature of managers’ competences refers to knowing and understanding the processes taking place inside the organisation, so that resources can be effectively and successfully used¹¹.

On the basis of the analysis it can be concluded that among the most frequently mentioned managerial competences are: knowledge, skills, experience, personality traits, attitude, motivation and behavior. Each of these elements has a significant impact on the level of management competences and the outcome of the work.

⁸ Constable C.J.: Developing The Competent Manager in UK Context, Report for the Manpower Services Commission, Sheffield, Manpower Services Commission 1988 as cited in Rakowska A., Sitko-Lutek A.: Doskonalenie kompetencji menedżerskich. PWN, Warszawa 2000, p. 17.

⁹ Ibidem, p. 32.

¹⁰ Ibidem, p.17.

¹¹ See Sanchez R.: Understanding competence – best management; Identifying and managing five modes of competence. J. Business Res., 2004, No. 57(5) as cited in Walkowiak R.: Model kompetencji menedżerów organizacji samorządowych. Uniwersytet Warmińsko-Mazurski, Olsztyn 2004, p. 21.

3. Identification of the tasks of local government

Local government is a part of the public administration, and therefore pursues its mission. In a significant way, they differ from tasks of a commercial organization. It is important to have in mind that administration is a part of the executive power in the country (according to the well-known concept of separation of powers by Montesquieu). Administration performs those tasks that do not involve either lawmaking or the resolution of disputes about the law, which is the domain of the judiciary powers.

There are many definitions of administration, for example administration as “taken over by the state and carried out by the independent organs and also by organs of local government, meeting the needs of the groups and individual citizens resulting from the coexistence of people in the communities”¹². This definition highlights the features of the administration, such as realization of the common good (meeting common needs resulting from the collective existence of the people, thus directed by so-called public interest)¹³, acting on behalf of the state¹⁴ and dualism (division of state power between central and local governments)¹⁵. Another definition says that administration is “A system composed of people organized to be constant, systematic and future-oriented on the realization of the common good as a public mission involved (but not only) in executing the law, equipped with authority and material technical resources”¹⁶, the author emphasizes the role of the human (staff) factor in administration¹⁷, continuity of action¹⁸ and the possibility of unilateral state compulsion without judgement (administrative power)¹⁹.

Tasks in administration are a consequence of the role they have. They are focused on meeting the needs of the entity, which are beyond its capabilities but at the same time they ensure the functioning of the community (e.g. road construction, running a schools etc.). The second area of administration includes the power to interfere in the area of an individual entity, without receiving permission to do so, if it is necessary to ensure the functioning of the community (for example collection of taxes or speed limit control to guarantee road safety)²⁰. These tasks are called public tasks and they are defined as: "a task whose execution is in interest of employer and public administration entities because of social goals (values)

¹² Boć J. [in:] Boć J. (ed.): Prawo administracyjne. Kolonia Limited, Wrocław 2004, p. 16.

¹³ Ochendowski E.: Prawo administracyjne. TNOiK, Toruń 2005, p. 22 and next.

¹⁴ Zimmermann J.: Prawo administracyjne. Zakamycze, Kraków 2005, p. 30.

¹⁵ Ibidem.

¹⁶ Lipowicz I. [in:] Cieślak Z., Lipowicz I., Niewiadomski Z.: Prawo administracyjne. Część ogólna. LexisNexis, Warszawa 2002, p. 27 and next.

¹⁷ Langrod J.S.: Instytucje prawa administracyjnego. Zarys części ogólnej. Zakamycze, Kraków 2003, p. 191 and next.

¹⁸ Zimmermann J.: op.cit., p. 33.

¹⁹ Ochendowski E.: op.cit., p. 24 and next.

²⁰ Hryniewicz J.T.: Administracja samorządowa – misje, własność i kontekst organizacyjny. „Samorząd Terytorialny”, No. 10, 2004, p. 34 and next.

presented at a certain time and place”²¹. The legislature decides on the transfer (appointment) of the specific administrative tasks, placing it in the domain of one or another administrative unit (because there is no universal catalogue of public tasks)²².

Most of these tasks are mandatory, which means that the entity to which they are allocated cannot avoid its implementation²³. In the latter case, the community can take care of their implementation as long as it has capabilities to do it (mainly financial resources). Furthermore implementation must occur within certain standards also specified by regulations.

This case study presents competences of local government managers. This narrowing of the problematic aspects is not accidental. As mentioned above, public administration is characterized by duality – division into the state government and the local government. Moreover, there is no central government at the community and county levels (excluding specialized organs e.g. tax or customs offices). Such is only in the voivodeships we are dealing with, the voivodeship's self-government and voivode as a representative of the central government (Council of Ministers). This means there is a significant difference in the tasks implemented by those segments of the administration. Central administration executes the tasks arising from the needs of the state as a whole²⁴. Local government is created to execute this part of public tasks which includes ones responsible for meeting the collective needs of the territorial community²⁵ by helping to accomplish goals and get benefits. Local government is responsible for executing tasks which require rational financial management. In addition, the observable phenomenon in the modern administration is one of high expectations for the standard of performance of the public tasks yet at same time they are faced with insufficient financial resources to this tasks, which is frequently seen in self-government whose financing is largely dependent on government²⁶.

²¹ Stasikowski R.: O pojęciu zadań publicznych (studium z zakresu nauki administracji i nauki prawa administracyjnego). „Samorząd Terytorialny”, No. 7-8, 2009, p. 11.

²² Ibidem, p. 10.

²³ It is important to mention the exception – division of the tasks of commune for compulsory and voluntary (article 7 paragraph 2 of the Act of 8 march 1990 on Commune Self-government, Journal of Laws from 2013, item 594 as amended).

²⁴ Stec M.: Podział zadań i kompetencji w nowym ustroju terytorialnym Polski (kryteria i ich normatywna realizacja). „Samorząd Terytorialny”, No. 11, 1998, p. 5 and next.

²⁵ See article 16 paragraph 2 of The Constitution of Republic of Poland of 2 april 1997 (“Journal of Laws”, No. 78, item 483, as amended), article 6 and 7 of Act on Commune Self-government, article 4 paragraph 1 of Act of 5 june 1998 on Poviat Self-government (“Journal of Laws” from 2013, item 595 as amended, article 2 paragraph 2 of Act of 5 june 1998 on Self-Government at the Voivodship Level (“Journal of Laws” from 2013, item 596 as amended).

²⁶ See e.g. Czudec A.: Znaczenie transferów z budżetu państwa w kształtowaniu sytuacji finansowej jednostek samorządu terytorialnego. „Finanse Komunalne”, No. 1-2, 2010, p. 115; Guziejewska B.: Pozioma i pionowa nierównowaga fiskalna w warunkach polskiej decentralizacji. „Samorząd Terytorialny”, No. 9, 2006, p. 15; Heller J.: Dochody samorządów terytorialnych w Polsce – ujęcie makroekonomiczne i przesłanki ustrojowe. „Samorząd Terytorialny”, No. 5, 2008, p. 36.

Local government has another interesting feature. It has the opportunity of running a business (in a wider or narrower area)²⁷ in order to supplement the funds allocated for the implementation of public tasks. This gives rise to another challenge for self-government managers since they are running a business in the same market with participants (organizations) whose primary goal is making profit.

It can therefore be concluded that the competences of self-government managers are key to the effective execution of public tasks by units of local government, whereby they are engaged in the provision of high quality services and of rational management of their own budget.

4. Managerial competences necessary for effective implementation of public tasks

The specificity of local public services shows the difference between the self-government manager and employee in a private organization. The difference is primarily based upon the lack of necessity for competing and creating innovative products and services, which running a business is subject to. Another difference is based upon the necessity of taking social issues into consideration in addition to the quality and performance of tasks. As an example Poland's health care system can be used. The system provides access to a medical specialist, but after waiting a month or longer for an appointment, the disease develops and thus reduces the chances of protecting one's health²⁸. Therefore, the nature of the work requires a local government manager integrating the use of their knowledge, skills, experience, attitude, motivation and behaviors. While defining detailed characteristics of managerial competences of local government entities, it can be concluded that some competences can be universal and some specific in character. It is required from managers of profit organisations to have professional, technical knowledge related to work in marketing, finance, law, human resources and management²⁹ and also technical, social, and conceptual skills, oriented on learning processes in order to achieve profit for an organization. However, it is also required from local government managers to have the ability to identify and implement priority goals and public tasks while taking their social specificity into consideration.

²⁷ It is regulated in article 9 paragraph 2 of the Act on Commune Self-government and article 6 paragraph 2 of the on Poviast Self-government and article 13 paragraph 2 of the act on Self-Government at the Voivodship Level. See also Czarnow S.: *Działalność gospodarcza jednostek samorządu terytorialnego*. „Samorząd Terytorialny”, No. 10, 2007, p. 22 and next.

²⁸ Hryniewicz J.T.: *op.cit.*, p. 40.

²⁹ Rakowska A., Sitko-Lutek A.: *op.cit.*, p. 57.

When performing the functions of management in public administration, managers in local government must have specific knowledge in the field of management of public units, public financial management, human resources and marketing. In addition, managers perform certain public functions associated with state dominion – they deliver administrative decisions and legal act obligations, and therefore the requirements for managers also include knowledge of the law.

Among the essential competences of local government managers there are three key skills: technical, social and conceptual. Technical skills are needed to perform and understand tasks related to specificity of public organizations, especially in its social character, orientated on the sustainable management of finance and high quality services. These skills are acquired mainly through theoretical learning, not as it is in case of social or conceptual skills, which rather have the character of created behaviors, and they can be transferred to a new situation. Another group of skills are social skills, that demonstrate the ability of local government staff to cooperate and interact with other people. These skills primarily depend on the establishment of supportive communication in public administration entities based on listening, empathy, counseling, gaining power and impact particularly through acquiring authority, using social influence or increasing self-motivation of local government employees, effective delegation of the authorisations, conflict management or even group decision-making. The next important group of managerial competence are conceptual skills. These skills present the ability to perceive a local government unit as a whole, functioning in a certain environment. They are necessary for managers to analyze and diagnose problems, determining their symptoms and to develop rational solutions, especially at a time of increasing pressure on the efficiency of the administration.

The experience of managers plays an important role in the implementation of public tasks which can significantly contribute to the development of the organization, cooperation of people, and to achieve social and economic objectives of local government entities.

Currently, local government staff are expected to be competent and are able to identify and implement priority objectives of public organizations. Bad decisions that occur are a result of a lack of competence. These decisions contribute to irrational management of a budget. The lack of adequate managerial competence also translates into employee relations, and this, in turn, to the quality of service and satisfaction of customers. It can therefore be concluded that competences of local government managers play a very important role in the effective implementation of public tasks. It should be noted, however, that these competences are not constant, and the dynamic structure indicates that they evolve under the influence of environmental changes³⁰.

³⁰ See Kwiatkowski M., Symela K.: *Standardy kwalifikacji zawodowych. Teoria, metodologia, projekty*. Instytut Badań Edukacyjnych, Warszawa 2001, p. 22.

As shown above, the benefits of hiring managerial staff with competence to carry out public tasks has long been seen in the legal literature. It continues the discussion about the material scope of officials' education which led to the conclusion that it must combine legal, administrative and management knowledge³¹.

5. Managerial competences of local government officers to all legal intents and purposes

The outline given above of competency requirements for local government managers requires legal verification. The idea is whether a legislator has provided mechanisms for hiring people who have precisely the right features or mechanisms for the acquisition (by those hired) of such features in the course of employment. Analysis of the provisions leads to the conclusion that this is a matter neglected by the legislature.

Among the various law requirements to determine eligibility for the position of village mayor, mayor and the president of a city it is hard to find those concerning qualifications³², and it is even harder to find those involving managerial and legal qualifications. The same applies to the Starost, voivodeship marshal, chairman of the boards of the unions in the local government entities, members of county boards, voivodeships, unions in the local government entities, and the mayor of the district of Warsaw³³.

Among the remaining local government employees there are people employed in official managerial positions. Requirements which they need to fulfil in order to qualify for these positions are more complex. They typically include an appropriate level of education and work experience. In a few cases there is a specific requirement for an adequate education. However, nothing stands in the way of formulating the terms of competition stated by the employer to define managerial skills as required for a given position.

Attention should be paid to the requirement of having at least three years of working experience or having at least 3 years of economic activity compatible with the requirements for a given position³⁴. Leaving aside at this point the issues related to editing

³¹ Żukowski M.: Problematyka wykształcenia urzędników państwowych i samorządowych. „Samorząd Terytorialny”, No. 10, 2010, p. 39 and next.

³² For more information see article 11 of the Act of 5 January 2011 – Election Code. „Journal of Laws”, No. 21, item 112, as amended.

³³ Chart I, II i IV (part D) from attachment No. 3 of Regulation of the Council of Ministers of 18 March 2009 concerning salaries of self-government employees, „Journal of Laws”, No. 50, item 398, as amended.

³⁴ Article 6 paragraph 4 of Act of 21 November 2008 about self-government employees, „Journal of Laws”, No. 223, item 1458, as amended.

this premise and its imprecise formulation³⁵, it should be noted that it is a direct way of allowing managers of profit organizations into employment in units performing public tasks, either from those who managed a business as individuals, or those employed in business entities. Since the provision requires three years' work experience (anywhere), and not a three-year work experience in administration, this premise does not guarantee employment of people theoretically prepared to perform management functions (people with appropriate education).

To perform managerial functions, without a doubt, the best possible set up is to hire those who have completed their studies in the field of management. Most often knowledge in this area is taught within the economic faculties. The legislature requires completion of such studies for the position of treasurer, chief accountant³⁶, deputy treasurer and deputy chief accountant in local government unit or its or organizational unit³⁷. However, in these cases, it is education targeted more in the field of finance than in management. So despite the completion of economic studies it is difficult to acknowledge these individuals as public managers with appropriate professional training. In none of the other rules governing the qualifications of local government employees is the need to have managerial skills mentioned.

A partially corresponding postulate of hiring experienced managers may be provisions requiring work experience (included in the regulation concerning rewarding local government employees). They would fulfill the appropriate role, if the necessary work experience would be required from the materially prepared employees.

The practice of the legislator in a serious way differs with the doctrine postulates. This problem can be solved by using forcing mechanisms to acquire competences in the course of employment, for example, by taking properly targeted training courses or postgraduate studies. Meanwhile, the legislator has established only a general obligation of raising qualifications of local government employees (article 24 paragraph 2 subparagraph 7 of Act on employees of self-government) and the obligation to attend these courses is financed by the employer (article 29), without specifying the requirements to the content of these courses. It is all the more surprising that local government employees do recognize their shortcomings in this field, and on their own account complement their education in economics and management³⁸.

³⁵ Compare Szewc A., Szewc T. [in:] Szewc A. (ed.): *Ustawa o pracownikach samorządowych. Komentarz*. C.H. Beck, Warszawa 2011, p. 110 and next.

³⁶ Article 54 paragraph 2 subparagraph 5 letter a) of Act of 27 august 2009 about public finances („Journal of Laws”, No. 157, item 1240, as amended.

³⁷ Chart no. IV of attachment no. 3 of Regulation of the Council of Ministers concerning salaries of self-government employees.

³⁸ Żukowski M: *op.cit.*, p. 43.

However, it is possible to specify three legal institutions, which used in the right way can contribute to the acquisition of competences by senior officials in local government. Those are courses, preparatory service and interim evaluations which have been mentioned earlier. Preparatory service is aimed at theoretical and practical preparation of the employees in order to properly perform their duties (article 19 paragraph 2 and 3 of Act on Employees of self-government.). The interim evaluations that local government employees go through at least every two years confirm the usefulness of an employee, concerning the fulfillment of duties by the employee (art. 27 of Act on Employees of self-government). The local government employer has a wide range of options in determining the subject of training courses, range of preparatory service and ending exam, as well as the method of assessments. The criteria on which the assessment is made and the rating scale is only guided by imprecisely formulated requirements taking into account the specific functioning of the unit (art. 28 of Act on Employees of self-government). Such far reaching freedom, however, can be used in the wrong way, leading to the hiring and promotion of low-skilled employees, but with the appropriate social and political skills.

The mechanism intended by the legislature and guaranteed by constitution for the autonomy of local government therefore allows for employment to be determined largely by the ethical standards of the local government employers³⁹.

6. Summary

Based on the presented considerations, the following conclusions can be drawn:

- modern administration is characterized by an increasing orientation towards efficiency,
- rising social expectation towards managerial staff of local government organizations concerning the effective implementation of public tasks,
- the success of today's organizations in the local government largely depends on the competence of managers, since it represents the organization on the outside and organizes and coordinates the work of the internal organs,
- manager in local government as a person responsible for the legal public organizations should combine competences of both public and private domains,

³⁹ See Szandurski J.: Toksyczne zarządzanie kadrami w urzędzie. „Samorząd Terytorialny”, No. 7, 2007, p. 37 and next for more information.

- the most important competences of the local government manager are: knowledge in the field of management, law, finance, public finance, human resources and marketing, technical, social, conceptual skills and experience,
- effective implementation of public tasks require managers to have competence oriented on performing a social mission, rational management of their own budget and increasing the quality of services.

These above circumstances are converging the role of top decision-makers in local governments with the role of managers of private units oriented on making profit. This is justified by the legislature through *de lege ferenda* postulate, which requires government decision-makers to have the knowledge necessary in managing both business organizations and entities exercising public tasks. The candidate would need to have legitimate qualifications (education related to the job) prior to entering into an employment relationship, or to complement it during the employment. The selection method is dependent on the legislature. This may include the use of recruitment methods used in business organizations⁴⁰. The appropriate undertaking of legislative work in this area seems to be very reasonable.

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⁴⁰ See also elaborations concerning human resources management Armstrong M.: Zarządzanie zasobami ludzkimi. Oficyna Ekonomiczna, Kraków 2000; Bieniok H.: System zarządzania zasobami ludzkimi. Akademia Ekonomiczna, Katowice 2006; Listwan T.: Zarządzanie kadrami. C.H. Beck, Warszawa 2010; Jamka B.: Dobór zewnętrzny i wewnętrzny pracowników, teoria i praktyka. Difin, Warszawa 2001; Król H., Ludwiciński A.: Zarządzanie kapitałem ludzkim – tworzenie kapitału ludzkiego organizacji. PWN, Warszawa 2011.

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