

Michał Flieger, Maria Jędrzejczak

*Areas of possible improvement of the functioning of offices of local authorities in light of the existing legal regulations and the implementation of a process management*

**Summary**

Implementation of changes that improve the functioning of local authorities offices requires both implementation of management systems and creation of friendly legal regulations that will support these systems. In this paper a comprehensive analysis of possible improvements in the area of statutory regulations and management systems in local authorities offices (with particular emphasis on process management) is presented. The authors also conducted a case study that proved that internal regulations may play an important role in local development support. The research results have shown that local authorities have autonomy in organising their local offices. The autonomy concerns the functioning of local offices as well as internal rules that govern them. Local offices implement improvements in their management systems, that frequently originate from the private sector. Increasingly, a client perspective is also used. This results in considering added value as a predominant criteria, and taking into account external as well as internal clients. Thus local offices reduce their costs, work more efficiently, and enhance the quality of the services they provide to the community. Process management is a concept which meets the above requirements and helps to improve the functional structures which frequently are insufficiently flexible to adjust to fickle customers' needs. This change may cause problems in the area of HR management because administrative workers encounter certain difficulties when forced to make independent decisions related to setting objectives with regard to the expected value added. Therefore implementation of new solutions should be associated with overcoming the resistance of administrative workers. Simultaneously, it is necessary to create regulations which will enable the functioning of local offices in the most efficient way.

**Keywords:** social and economic development, efficiency of functioning of local authorities offices, legal regulations, process management.