



Old Town in the City of Gdańsk



CITY HALL FOR THE PEOPLE

The demands of the social environment force every organisation to change. The bureaucratic and conservative features of public institutions, along with their budget mechanisms are a hindrance to such transformations.

Due to the nature of their activity and of being of service to the public, public institutions should not only be immune to pressure, but also take an active part in the changes that are taking place, and even keep ahead of the requirements of the public at large. One of the ways to change public institutions is by approximating them to service institutions. The distinctive feature of service institutions is an attitude focused on the recognising and satisfying of its customers' needs. The recognition of the customers' needs in turn implies an introduction of mechanisms securing customer care as well as efforts to attain the customers' approval. In order to meet these demands, that are to carry out the transformations, it is necessary to enact changes in the organisational forms, preceded by the preparation of a plan.

The municipal authorities of the City of Gdańsk can share such experience. Thanks to the British Know How Fund, a set of assumptions towards a plan aiming at the improvement of the management of the city has been prepared. The topics covered by

the project were developed from the need to rationalise management. This concerns administration, issues such as the delineation of strategic assumptions and their rationalisation during the fiscal year, the improvement of the coordination between the individual departments of the office, better communication between the City Council, the administration and the Management Board.

The realisation of the plan was aimed at eliminating the faults in the work of the Gdańsk Municipal Office through the restructurisation of the administration, the preparation and implementation of the strategic management of the city, and the preparation of principles of information, personnel and training policies.

Four working groups have been commissioned for the execution of the project. Each group benefited from the help provided by British advisors, and employed municipal officers designated by City Hall. The groups worked for one and a half year under the supervision of British specialists and experts from the Great Poland Business School. Three 2-day sessions combined with workshops and several seminars took place within the project.

Work on the project allowed the elaboration of a new methodological approach to the issue of strategic management as

well as to the issue of budget preparation in accordance with the new project-and-service model used by the City to render services to the public. The materials comprising "The City of Gdańsk Service Plan" have been prepared.

As the result of the project the Information, Promotion, and Cooperation Department has been set. Its aim is to improve communication with the Public, the publishing of an information bulletin, etc. Thanks to the project, it was also possible to prepare and implement new enrolment procedure.

The Authorities of the City of Gdańsk have placed great emphasis on the realisation of this project and involving in it the greatest number of office workers as possible. Many of project participants are now capable independent implementation of this, as well as other projects, which are sure to be prepared as a result of the recent administrative reform in Poland.

Further information:

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