

Tomasz Dąbrowski

COMPETENCY-BASED MANAGEMENT IN PUBLIC ADMINISTRATION OFFICES – ANALYSIS IN THE CRITICAL MANAGEMENT STUDIES STREAM OF RESEARCH

Ph.D. dissertation under the supervision of dr hab. Roman Batko.
Faculty of Management and Social Communication of the Jagiellonian University.
Cracow 2016. The dissertation is 292 pages long and contains 561 referenced titles.

Key words: competency-based management, Critical Management Studies, public administration, public management.

ABSTRACT

The aim of the following dissertation is a critical look, within the Critical Management Studies stream of research and from the point of view of humanistic paradigms, on the concept of Competency-Based Management (CBM) in the reality of Polish public administration offices.

Assuming – characteristic for humanities – Dilthey's category of 'understanding' as a target of scientific research, the dissertation answers the following research questions:

- What is and what are the characteristics of Competency-Based Management in the reality of Polish public administration offices?
- What reasons, expectations and assumptions and what groups of stakeholders stand behind the decisions on introducing management based on competencies in public offices?
- What effects were attempted to be accomplished, what effects were communicated as accomplished and what effects were actually accomplished as a result of projects realised, which were to introduce solutions within management based on competencies?
- Is Competency-Based Management at all possible in the reality of public offices, and if so, what are the barriers hindering its realisation?

The research conducted, which encompassed over forty public offices, allowed for the hermeneutic unveiling of a significant segment of reality of self-organisation of public administration, revealing hidden by courts, interests of employees groups and reasons why public offices proceeded to draft amendments. They would reveal the real picture of administration, which declaring a substantial reform, conducts it in a feigned way, that is the one that does not violate the bureaucratic essence of its functioning. They also made it possible to notice how the complex problems in the sphere of managing people, having in fact the social nature, are transformed into technical problems – assessment procedures or competency models and how the idea of empowering a man in the bureaucratic organisation loses with a resource-based and efficiency-based approach.

By way of using the critical thinking approach, including the postulates of: antiperformativity, denaturalisation and reflexivity, the following dissertation leads to the change in perceiving the CBM concept in public administration. In this sense the dissertation gains a practical emancipatory value – it is yet to aid the change thanks to understanding its context (Czarniawska, 2010).

15.04.2016
Roman Batko