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PRO-INNOVATION ATTITUDES OF EMPLOYESS OF SELECTED LOCAL GOVERNMENT UNITS, AS WELL AS THE BARRIERS AND THE STIMULI OF INNOVATION PROCESSES IN THE LIGHT OF THE AUTHOR'S RESEARCH FINDINGS

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ABSTRACT

Examination of the issues of innovations in the public sector requires consideration of pro-innovation attitudes of employees. Innovation in the public sector depends upon numerous factors, some of which have a positive impact on the process of innovation (they can be called the catalysts for innovation or development), while others have a negative impact (these are called the barriers). The author's empirical research presented in the study focuses on pro-innovation attitudes of employees of selected local government units (knowledge of selected aspects related to innovation, of innovative nature, readiness for actions in a specific local aspect), as well as on barriers and catalysts of innovation processes. The study has been carried out on a sample of 158 people, by means of questionnaire interviews conducted electronically with representatives of local administration. For the purpose of this research, the respondents - employees of local government units of two cities in Spain (Madrid, Valencia) and Poland (Warsaw, Cracow) - have been confronted with a number of statements relating to the issues of innovative activities. Analysis of the provided answers indicates that Spanish and Polish respondents show a positive attitude towards innovation and processes of innovative nature more frequently than negative or neutral attitudes in the issues constituting the subject matter of the study.

Keywords: innovations, pro-innovation attitudes, local government units, barriers, catalysts, Spain, Poland

1. INTRODUCTION

The changes we are facing, both in the economic, as well as in the social aspect, more and more often force the government and local administration systems to take an innovative approach to

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many aspects of their operations aimed at the broadly understood social environment (citizens, private sector, local government organisations). The increasingly complex environment in the public sector is accompanied by the need for a more effective use of the available resources and for building potential based on innovative and creative solutions to an incomparably greater extent than before. In a reality, where a citizen is no longer merely a "passive consumer" of administration services, such challenges create the need to formulate complex and innovative strategies, institutional mechanisms and policies (European Commission, 2013; Von Hippel, 2005, p. 21-37). The government and the public administration are still perceived as a significant driving force for social processes, and thus more and more effort is put into stimulation of public administration and making it more citizen-oriented (Holzer, 1982, p. 102-105). The notion of innovation is usually associated with the sphere of economy. More and more often, the policy of the European states focuses on the need for greater innovation of the European economy, which would make it competitive towards other global economies (especially compared to the United States and the economies of the Far East - particularly of China, India) (McKinsey&Company, 2014).

The non-market area, especially the public administration, is an area definitely less researched and examined in terms of innovation. Thus, in-depth reflection dedicated to innovation in this aspect of social life has remained on the margin of discussions and social studies. The subject literature often compares the issues of innovation in public administration to the sector of economy and business (Bunt, Harris, Westlake, 2010). However, as opposed to the business sector, innovation in the public sector is usually not focused on profit, but rather on efficient management, facilitating better provision of services to the citizens. It is worth emphasising that measuring the results in the case of implementation of innovations in the public sector is more difficult than in the case of the business sector. The measurement methods still pose a challenge for the researchers of this subject matter (Oleksiuk, 2012, p. 33). The competencies of managers also have large impact on innovative actions in the public sector, being limited by the impact of politics and determined by the electoral calendar (Huijboom, 2010). Undoubtedly, innovation in the public sector also depends on - more than in the case of the business sector - the more diverse group of recipients and the more limited sources of information about innovations. These restrictions result, among others, from financial deficiencies. Therefore, the public administration sector, when responding to the challenges of the contemporary times, has to take various innovative actions (NESTA, 2008, 2009).

The purpose of this study is to assess pro-innovation attitudes of employees of local government units, analyse regional diversity and activity of the local administration with regard to innovative methods of local development, identify barriers and catalysts in development of innovative local administration, and assess the knowledge and skills of administration employees in Spain and

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Poland with regard to knowledge-based economy. The choice of those particular countries was caused by many similarities, both in the process of system, civilization (economic) and cultural transition after World War II, as well as by the large impact of accession of both countries to the European Community on the growth in competitiveness of the economy and improvement in the standard of living of the inhabitants.

2. INNOVATIONS IN THE PUBLIC SECTOR

Innovation in the public sector is aptly defined by the following definition: in the subject literature, the notion of innovations in the public sector should be understood as "the act of creation and implementation of a new way to formulate and execute public policies and related programmes, public services, as well as previously unknown processes (…) Generally speaking, these innovations mean radical – at least in one aspect – deviation from the traditional methods of providing services (…) business is dominated by innovations related to technique and technology, while in the public sector, the most important innovations are those covering new attitudes and behaviours of people as a result of relations between participants in innovation processes in public management" (Golden, 1990, p. 219-248). This study adopts the definition presented above.

In the case of the public sector, we can distinguish four main types of innovative activities:

a) institutional (creation of new institutions or activity models) (Damanpour and Schneider, 2009, p. 495-522).
b) organisational (new management instruments),
c) process (improvement in service quality),
d) social (satisfying the demand for high-quality public services) (Bates, 2012).

Thus, examination of the issues of innovations in the public sector requires taking into account at least three significant elements. The first one consists of pro-innovation attitudes of employees. They mean openness to rapid transformations occurring in the contemporary world, to a large extent in technology, but not exclusively. They also mean openness to positive changes coming from the environment, also within the local community and the business environment. The second element is the organisational, institutional and legal context. Even the most creative individuals and teams of people working in an unfavourable structural environment may be deprived of opportunities to pursue their own ideas, or their work may be difficult, and sometimes even impossible (Windrum and Koch (eds.), 2008, p. 18-19). The third element is a resultant of both of the aforementioned elements – actual innovative actions in public administration. Innovation in the public sector depends upon numerous factors, some of which

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have a positive impact on the process of innovation (they can be called the catalysts for innovation or development), while others have a negative impact (these are called the barriers) (West and Berman, 1997, p. 446-458). Examination of the impact of both categories of factors seem necessary for a reliable diagnosis of the actual possibilities of a given administrative structure to undertake or support innovative activities. This article focuses mainly on the first element, as well as on the barriers and the catalysts of innovation processes.

Innovation in the public sector is a result of many factors, and examination of its structure must include numerous elements (Damanpour and Schneider, 2006, p. 495-522). The presented empirical research focuses on the pro-innovation attitudes of public administration employees (knowledge of selected aspects related to innovation, of innovative nature, readiness for actions in a specific local aspect). The research has been carried out using questionnaire interviews conducted electronically with representatives of local administration. For the purpose of this survey, the respondents - employees of local government units of two cities in Spain and Poland - have been confronted with a number of statements relating to the issues of innovative activities.

3. CHARACTERISTICS OF THE SURVEYED GROUP, RESEARCH TOOL

In total, 158 interviews have been carried out in the following cities: Madrid and Valencia (Spain), as well as Warsaw and Cracow (Poland). 54.43 % of the respondents consist of employees of local government units in Spain, while 45.57 % of the surveyed constitute Polish members of local governments. In the conducted survey, answers to questions in the questionnaire have been in 40.50 % given by women (64 responses), and in 59.50 % by men (94 responses). Women account for 36.11 % of the surveyed local administration members from Poland, while the respondents from Spain constitute 44.18 % of the respondents. The examined sample is definitely dominated by people aged 31-50, both in Poland (75.01 % of the respondents), as well as in Spain (79.07 % of the respondents). The age of the examined local administration members from Spain is slightly higher, since more than 60 % of the respondents consist of employees aged 41-50, and only 18.60 % of the respondents are 31-40 years old. The examined employees of Polish local government units in 36.2 % consist of people aged 31-40, while the respondents aged 41-50 account for almost 39 %. Most respondents work at the position of the Head of Department/Section (respectively, in Spain - 90.69 % of the respondents, in Poland - 94.44 % of the respondents). Detailed information about the structure of the surveyed population are presented in Table 1.

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Table 1. Characteristics of the examined group and the number of interviewed people

	SPAIN		POLAND	
POSITION	**NUMBER OF PEOPLE**	**%**	**NUMBER OF PEOPLE**	**%**
Commune Head/District Governor/Mayor	2	2,33	2	2,77
Secretary	3	3,48	2	2,77
Treasurer	1	1,16	0	0,00
Head of Department or Section	78	90,69	68	94,44
Chairman of the Board	2	2,33	0	0,00
AGE				
Up to 30 years	4	4,65	6	8,33
31-40 years	16	18,60	26	36,12
41-50 years	52	60,47	28	38,89
51-60 years	7	8,14	4	5,55
Over 60 years	7	8,14	8	11,11
GENDER				
Female	38	44,18	26	36,11
Male	48	55,82	46	63,89
CITY				
Madrid	30	34,88	-	-
Valencia	56	65,12	-	-
Warsaw	-	-	38	52,78
Cracow	-	-	34	47,22
Total	**86**	**100,00**	**72**	**100,00**

Source: prepared by the author.

An attempt to conduct a comprehensive classification of attitudes towards innovation is not an easy task. Although attitudes can be measured, the object of measurement often does not help this task. It does not mean that cognitively useful measurement tools cannot be created. Such a situation takes place in research on the attitudes towards innovation, which become more complicated when we try to explore the issue not only in terms of quantity, but also quality. Standardised measurement tools with closed questions have been used for the purpose of the survey.

The survey has been carried out in the period from April 2016 to June 2016. It has included the following stages:

1. Preparation of the detailed methodological concept: collecting research and statistical materials, explication and operationalisation of the research issues, selection and preparation of the research tool.

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2. Study implementation: supervision and on-going control over the surveys, verification of the questionnaires provided electronically.
3. Processing of empirical data: substantive verification of the questionnaires, preparation of the research results.

The questions included in the questionnaire have been aimed at identifying the attitude of the public administration employees to the key issues related to innovations.

4. ATTITUDES OF THE SURVEYED GROUP TOWARDS INNOVATION

Analysis of the provided answers (shown in the Tables 2 and 3) indicates that the respondents (both in Poland and in Spain) are extremely rarely indifferent to or have no opinion on the issues constituting the subject matter of the study. The very attitude towards innovative activities and innovation processes is also definitely positive.

Table 2. Attitudes of employees of selected local government units in Spain and Poland towards innovation (by the number of responses)

1. Strongly agree 2. Somewhat agree 3. Somewhat disagree 4. Strongly disagree 5. Neither agree nor disagree	Spain						Poland					
	1	**2**	**3**	**4**	**5**	**Total**	**1**	**2**	**3**	**4**	**5**	**Total**
I like to read up about new scientific inventions	29	31	2	2	22	**86**	29	28	3	0	12	**72**
Development of science should be one of the most important tasks of the state authorities	76	10	0	0	0	**86**	58	14	0	0	0	**72**
Sometimes I look for new ways to gain knowledge, such as e.g. e-learning	27	30	7	5	17	**86**	10	11	15	10	26	**72**
I get annoyed by new ideas of many scientists, which are detached from the daily life	16	37	10	8	15	**86**	4	5	28	7	28	**72**
Sometimes I feel lost, due to the rapid progress in the field of modern technologies	8	17	10	13	38	**86**	11	12	12	21	16	**72**
If our office implemented an innovative program, I would be willing to take up additional work (but only during my working time) and the responsibilities associated with it	5	6	10	31	34	**86**	18	27	4	1	22	**72**
If our office implemented an innovative program, I would be willing to devote additional time (more than my working time) to work on it	4	9	9	35	29	**86**	17	20	5	1	29	**72**
If our office implemented an innovative program, I would be willing to take up additional trainings or courses for such a program	16	29	7	8	26	**86**	29	24	4	0	15	**72**
I would be in favour of allocating more funds from our city's budget on innovative activities	18	22	5	11	30	**86**	12	15	23	8	14	**72**

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at the cost of other expenses												
I am in favour of employees submitting innovative solutions to the office being additionally remunerated or promoted	41	28	1	2	14	**86**	27	26	2	1	16	**72**
If it were up to me, funds from the city budget would be primarily used for innovative actions	10	17	16	12	31	**86**	29	25	3	0	15	**72**
If our office had the appropriate funds at its disposal, I would financially support a scientific institution conducting important scientific research in a completely new field	37	41	0	0	8	**86**	41	18	1	0	12	**72**

Source: prepared by the author.

All respondents, both in Spain and in Poland, answered (strongly agree and somewhat agree) that "Development of science should be one of the most important tasks of the state authorities". The respondents gladly read about new inventions (in Spain, the "strongly agree" and "somewhat agree" answers were given by 69.76 % respondents, in Poland - respectively, 79.17 %). The Spaniards (66.27 %) are looking for new ways to gain knowledge, such as e.g. e-learning, much more frequently than the Poles (29.17). 26.75 % of the Spanish respondents strongly disagree or somewhat disagree that they feel uncomfortable due to the rapid progress in the field of innovative technologies (Polish members of local governments are more "sceptical" in this respect - 45.83 %).

Table 3. Attitudes towards innovation of employees of selected local government units in Spain and in Poland (in %)

1. Strongly agree 2. Somewhat agree 3. Somewhat disagree 4. Strongly disagree 5. Neither agree nor disagree	**Spain**						**Poland**					
	1	**2**	**3**	**4**	**5**	**Total**	**1**	**2**	**3**	**4**	**5**	**Total**
I like to read up about new scientific inventions	33,72	36,04	2,33	2,33	25,58	**86**	40,28	38,89	4,17	0,00	16,66	**72**
Development of science should be one of the most important tasks of the state authorities	88,37	11,63	0,00	0,00	0,00	**86**	80,56	19,44	0,00	0,00	0,00	**72**
Sometimes I look for new ways to gain knowledge, such as e.g. e-learning	31,39	34,88	8,13	5,84	19,76	**86**	13,89	15,28	20,83	13,89	36,11	**72**
I get annoyed by	18,60	43,02	11,63	9,30	17,45	**86**	5,56	6,94	38,89	9,72	38,89	**72**

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new ideas of many scientists, which are detached from the daily life												
Sometimes I feel lost, due to the rapid progress in the field of modern technologies	9,30	19,76	11,63	15,12	44,19	**86**	15,28	16,66	16,66	29,17	22,23	**72**
If our office implemented an innovative program, I would be willing to take up additional work (but only during my working time) and the responsibilities associated with it	5,84	6,97	11,63	36,04	39,52	**86**	25,00	37,50	5,56	1,39	30,55	**72**
If our office implemented an innovative program, I would be willing to devote additional time (more than my working time) to work on it	4,66	10,46	10,46	40,70	33,72	**86**	23,61	27,78	6,94	1,39	40,28	**72**
If our office implemented an innovative program, I would be willing to take up additional trainings or courses for such a program	18,60	33,72	8,14	9,30	30,24	**86**	40,28	33,33	5,56	0,00	20,83	**72**
I would be in favour of allocating more funds from our city's budget on innovative activities at the cost of other expenses	20,93	25,57	5,84	12,79	34,87	**86**	16,66	20,83	31,94	11,12	19,45	**72**
I am in favour of employees submitting innovative solutions to the office being additionally remunerated or promoted	47,67	32,56	1,16	2,33	16,28	**86**	37,50	36,11	2,77	1,39	22,23	**72**

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If it were up to me, funds from the city budget would be primarily used for innovative actions	11,63	19,76	18,60	13,96	36,05	**86**	40,28	34,72	4,17	0,00	20,83	**72**
If our office had the appropriate funds at its disposal, I would financially support a scientific institution conducting important scientific research in a completely new field	43,03	47,67	0,00	0,00	9,30	**86**	56,95	25,00	1,39	0,00	16,66	**72**

Source: the author's calculations.

In the conducted survey, the level of readiness for co-operation or co-participation in innovative projects, which may be executed in Polish and Spanish offices, should be considered as high. The support declared by respondents for activities focused on modernisation of the IT base of their own units (mainly Internet) should be regarded similarly (employees of Spanish offices in 92 % regarded it as extremely important for the functioning of their offices, while in the case of Polish local administration members, 83 % stated that modernisation of the IT base is very important from the point of view of the possibility to perform their work effectively and efficiently). However, the respondents' answers should be supplement by one important comment. During the survey, it was often suggested that, due to financial difficulties and a different level of priorities for the offices, similar actions have a low chance of implementation. Funds will be always primarily allocated to current needs related to the daily needs of the inhabitants (in spite of the fact that the proposals formulated in the research tool, concerning allocation of larger amounts from the offices' budgets to innovative actions or to support of scientific units involved in these issues, were quite highly approved). To the question "If it were up to me, funds from the city budget would be primarily allocated to innovative activities", 31.39 % of Spanish local administration members answered "strongly agree" or "somewhat agree", while Polish officials would over two times more frequently allocate public funds to innovative actions (75.0 %).

5. BARRIERS AND CATALYSTS OF INNOVATION PROCESSES

The issues of barriers with regard to innovative local administration have taken a particularly important place in the study. During the survey, the respondents have been asked questions about the determinants that can be the catalysts or barriers in the development of innovation processes in administration, as well as in entire territorial units. At the stage of construction of the concept,

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it has been decided to expand the survey by a number of determinants influencing innovative actions, not just for the administration, but also for the development of innovations in a broader scope of communes, districts and the whole province. This way, six sets of variables have been formulated, which may in the case of different areas constitute both a development barrier for innovation processes, as well as their catalyst. During the survey, the respondents have been asked questions about the determinants that can be the catalysts or barriers in the development of innovation processes in administration, as well as in entire territorial units. The indicators can be grouped into the following elements:

1. Human capital of the inhabitants: the inhabitants' involvement in the matters of the commune/district, activity of the 3rd sector in the commune/district, trust of inhabitants in the authorities, availability of qualified staff[1].
2. Knowledge resources of the institution: cooperation of the office with institutions supporting innovations, having documents and reports from research, education of officials, experience of officials.
3. Technical infrastructure: data communication, road, sewage infrastructure, availability of areas for development.
4. Investment support procedures: the level of ownership regulation, time needed for issuing building permits, relevance of spatial development plans, time needed for reclassification of land from arable to industrial.
5. Legal conditions: transparency and clarity of the law, stability of legal regulations, the period of examination of applications and cases in the office, knowledge of the legal regulations among the officials.
6. Others: support of professional advisory organisations, location of the local government unit (central/peripherals), the state of own funds.

Table 4. Barriers and catalysts of innovation processes of employees of selected local government units in Poland

Indexes	Barrier				Neither a catalyst, nor a barrier	Catalyst				Total
	very strong	rather strong	rather weak	very weak		very strong	rather weak	rather strong	very strong	
Human capital	0,9%	1,1%	2,2%	3,5%	4,0%	3,3%	10,0%	38,5%	36,5%	100,0%
Knowledge resources of the institution	0,0%	0,0%	4,8%	3,0%	6,5%	2,2%	9,6%	42,2%	31,7%	100,0%
Infrastructure	4,5%	4,1%	0,0%	0,0%	2,3%	6,5%	8,1%	36,5%	38,0%	100,0%
Investment support procedures	4,9%	7,4%	9,0%	7,4%	14,8%	4,1%	13,1%	16,4%	23,0%	100,0%

[1] See for more details: J.H. Svara (2009). *The Facilitative Leader in City Hall.* NY: Taylor Francis.

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Legal conditions	11,6%	8,3%	9,9%	11,6%	5,8%	3,3%	8,3%	13,2%	28,1%	100,0%
Others	5,8%	7,4%	5,8%	6,6%	4,1%	7,4%	22,3%	21,5%	19,0%	100,0%

Source: the author's calculations.

Table 5. Barriers and catalysts of innovation processes of employees of selected local government units in Spain

Indexes	**Barrier**				**Neither a catalyst, nor a barrier**	**Catalyst**				**Total**
	very strong	rather strong	rather weak	very weak		very strong	rather weak	rather strong	very strong	
Human capital	0,8%	0,8%	3,3%	1,7%	4,1%	5,8%	19,0%	27,3%	37,2%	100,0%
Knowledge resources of the institution	0,0%	0,0%	0,8%	0,0%	0,8%	6,8%	13,6%	35,6%	42,4%	100,0%
Infrastructure	0,8%	4,1%	4,1%	2,5%	4,1%	9,8%	18,9%	22,1%	33,6%	100,0%
Investment support procedures	8,3%	8,3%	4,1%	6,6%	25,6%	5,8%	11,6%	19,0%	10,7%	100,0%
Legal conditions	14,8%	8,2%	7,4%	12,3%	4,1%	4,1%	7,4%	14,8%	27,0%	100,0%
Others	9,2%	11,7%	7,5%	5,8%	1,7%	10,0%	12,5%	13,3%	28,3%	100,0%

Source: the author's calculations.

Firstly, it should be emphasised that the best rating was given by the respondents to the regional human capital (64.5 % of the surveyed Spaniards regarded it as a very strong or rather strong catalyst, with 75 % responses of the Poles). In the opinion of the respondents, involvement of the inhabitants and their qualifications are a strong catalyst for possible development. The trust of the inhabitants in their authorities was highly regarded by the respondents. Nevertheless, high scores were given also to "knowledge resources" of the surveyed institutions (they were considered a very strong or a rather strong catalyst by 78 % of the Spanish respondents and 73.9 % of the Polish respondents). According to the respondents, offices in both countries have highly qualified and experienced officials. Thus, these constitute to a large extent development catalysts, upon which innovative activities can be built. Infrastructure factors were also highly rated (especially roads and telecommunication). Slightly lower scores were given to factors associated with the legal environment, in other words, the variability and complexity of procedures and the law binding in Spain (23 % of the surveyed considered them a very strong or a rather strong barrier) and in Poland (19.9 %). In the opinion of the surveyed, these barriers are significant not only for innovation, but for the local development in general, since both aspects are strictly related. It is worth pointing out that the results in both countries were similar. The same applies to the investment support procedures related to spatial development plans and timely execution of tasks (the respondents regarded them as strong barriers for the local development) (in Spain, they were a barrier for 16.6 % of the respondents, while in Poland for 12.3 % of the respondents).

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6. DEMAND FOR TRAININGS IN THE PUBLIC ADMINISTRATION INSTITUSIONS

A separate element of the survey consisted in a diagnosis of the level of demand for trainings in public administration institutions and the level of needs with regard to research devoted to the issues of innovation, in particular with regard to public e-services. The collected results also indicate modification of the demand for trainings addressed to officials of the public administration. According to the respondents, the most necessary trainings at the moment include trainings related to legal procedures (86.2 % of responses in Spain and 76.4 % of responses in Poland), EU funds acquisition (respectively, 81.4 % and 87.6 %), as well as their management (respectively, 86.0 % and 88.0 %). Significantly fewer responses were given to "traditional" forms of training, such as operation of computers (61.5 % in Spain and 48.8 % in Poland) and foreign languages (respectively, 55.4 %, 68.2 %). In the case of computer trainings, Spanish respondents pointed out the need for trainings in more advanced software, useful in the tasks of the public administration (which is associated with the implemented projects related to e-administration in the EU Member States, including the states covered by the survey).

7. CONCLUSIONS AND RECOMMENDATIONS

Innovation is the successful application of new ideas. It is about change products, services, ways of doing business, and in the nature of the business itself. It is generally, but not always, linked to the adoption and application of scientific and technological knowledge. Innovation may also reflect the application of insights and understandings developed through practice and experience (Howard 2012, p. 5). Local government has recorded a high level of achievement in bindeas-based and process innovations. But challenges lie ahead in achieving industry wide transformational innovations that will deliver substantial productivity changes. These changes will inevitably involve changes in industry structure and not necessarily through amalgamations. They are through changes in the way services are managed and delivered, greater collaboration and linkages with organisations in the private, public and education sector. There is growing interest and involvement between local government and tertiary education institutions as a way of building skills and knowledge at the local level towards an objective of creating change in service planning, organisation and delivery. Local government is increasingly taking up roles as partners in collaborative programs in areas such as infrastructure, natural resource management, health, and education (Howard, 2012, p. 8).

Since development is immanently associated with the human factor, the attitudes are an inherent element of implementation of innovations. Innovative attitudes are associated with fixed personal attributes of particular persons (Dunleavy, Rainford, Tinkler 2011). As a result, it should be assumed that creation of a high level of pro-innovation attitudes is a long-term process, requiring

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interactions on many conceivable planes. The conducted survey has shown that the surveyed employees of local government units in Spain and Poland are extremely rarely indifferent to or have no opinion on the issues constituting the subject matter of the study. The very attitude towards innovative activities and innovation processes is also definitely positive.

The obtained research data provide a premise for initiating extensive and diverse promotional and information campaigns, spreading innovative attitudes (in particular the knowledge component) among representatives of Polish and Spanish local government units.

Projects should be prepared and pursued, taking account of shaping and development of the innovative attitudes among employees of the local administration. Such actions should contribute to minimising conservatism and strengthening innovative activity among the officials and authorities of Polish and Spanish local governments. The collected research material indicates that the innovative attitude is related to the attributes of employees of local administration units (personality traits). This means that creation of innovative attitudes should be done in a cyclic manner. The local government units should consider conducting trainings, developing competencies related to innovativeness among employees of local administration (it has been pointed out, in particular, by Polish members of local governments). Many trainings, concerning the so-called soft competences, are conducted in short training forms, and thus are hardly effective. Development and strengthening of innovative attitudes requires long-term (longer and more effective) trainings. The results obtained in Spain and in Poland suggest that computerisation of offices is an important component of innovative activities. This means that innovation is treated by Spanish and Polish officers mostly in a fragmentary way. This requires activities spreading innovativeness in a broader context, by emphasising the relationship between innovative attitudes and development of local government units in Poland and Spain, as well as by indicating other innovative activities, e.g. management of advanced projects in public administration, implementation of regional benchmarking. It is suggested to start construction of a platform for exchanging experiences between various local government units in Poland and Spain, implementing innovative projects, for the purpose of gathering and popularising good practices. Under the platform, actions should be undertaken, aiming at developing a methodology for selection of particular projects for the category of good practices. It is suggested to arrange study visits to foreign local government units (this applies in particular to Poland), which will be reflected in deepening of knowledge among employees of public institutions, while direct contact with innovations (organisational, institutional, process, social) will consolidate the tendencies to use them in everyday life and will contribute to putting innovations into practice. Representatives of Polish local government units have mentioned the need to examine the demand for public e-services among entrepreneurs and inhabitants. It is suggested to conduct benchmark research between various regions of the European Union, Spain

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and Poland concerning innovative attitudes (also in other scopes) among representatives of the local administration. The research should concern the issues of efficacy and effectiveness of the methods and means used so far for assessing the level of innovation, particularly at the regional level.

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