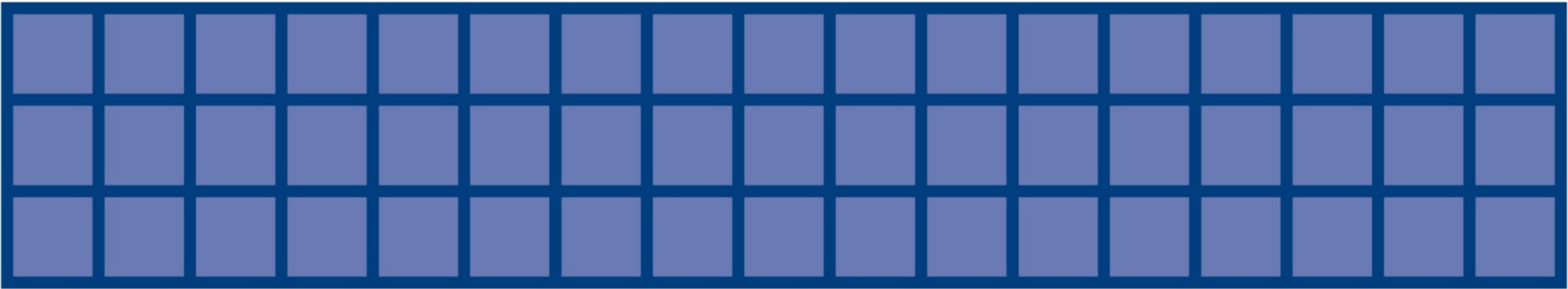


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KRAJOWA SZKOŁA
ADMINISTRACJI PUBLICZNEJ



Public Administration Training

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National School of Public Administration (KSAP)

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Content of the presentation

- governance models:
 - Weberian Model
 - Good Governance Model and its requirements for training of civil servants
 - New Public Management
- in what subjects public administration should be trained?
- the Polish experience of education for civil service - National School of Public Administration (KSAP)

Weberian Model

- the traditional bureaucratic model derives from Weber's concept of rational administration
- characterized by:
 - a clear division of roles,
 - reliance on procedures,
 - strict financial control,
 - hierarchy and
 - supervision of the central agency
- civil servants perform their duties, submit to official discipline and follow a career path

New Public Management

- draws from the private sector, market mechanisms,
- promotes competition among service providers, delegates competences and control to local communities,
- administration concentrates on the results, objectives and the mission,
- citizens are clients, choice between school, training programs or residence options

Good Governance

- social context in the reform of public administration
- assumes that the spheres of business and public administration are essentially different
- they should be organized and function in a different manner
- requires society's trust in the government
- encompasses the principles of transparency, personal honesty, high ethical standards, observance of laws, accountability, and accessibility

A comparison of governance models

<i>Criteria</i>	<i>Bureaucratic model</i>	<i>New Public Management</i>	<i>Good Governance</i>
Method of management	Hierarchy	Market	Network
Normative base	Administrative law	Contracts	Conventions
Management style	Bureaucratic - administering	Managerial - managing	Partnership - consulting
Character of relation	Domination and subordination	Competition and co-operation	Equality and interdependence
Aim of activity	Consolidation of order	Provoking change	Building social consultation
Orientation of activity	Procedures	Results	Needs
State organization	Monocentric system	Autonomous system	Civil society

Good Governance principles and skills

- consensus building, citizen participation - require negotiation, mediation and problem solving skills
- transparency, freedom of information - openness, cultural change
- effectiveness, efficiency, increasing accountability - NPM features
- inclusiveness, equitability in treatment - empathy

Background

- KSAP set up in 1990, the first of its kind anywhere in Central and Eastern Europe
- government agency reporting directly to Prime Minister as the constitutional superior of his administration
- largely funded from the state budget, though entitled to earn its own income
- retains its autonomy in substantive areas

Mission: to train and educate present and future civil servants by:

- intensive, full time postgraduate training of future civil servants
- training of those already employed in the administration (continuing training)
- arranging conferences, seminars on the vital for public administration issues
- think-tank for public administration

Full-time training

- training of future civil servants to take up senior management position
- lasts over 18 months
- interdisciplinary nature, emphasis on practical skills
- many students hold top positions in the public administration
- some work for the European Union Institutions

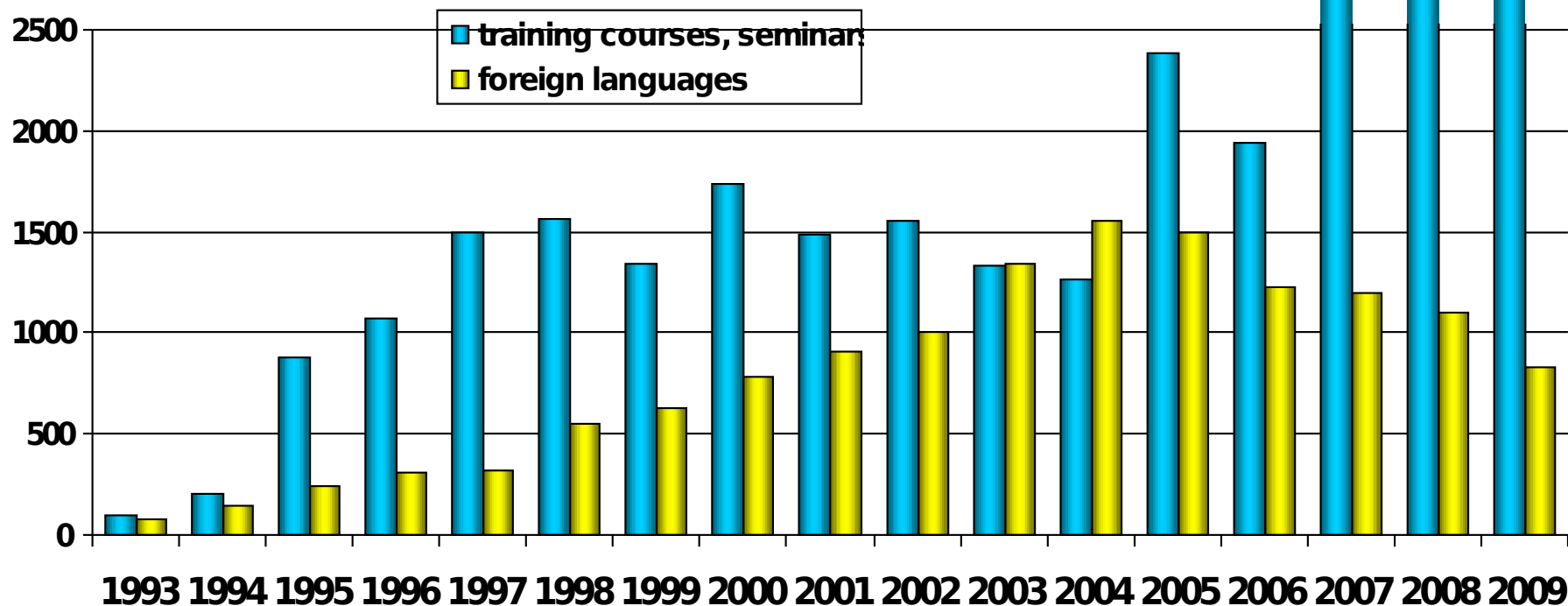
Continuous Education: the aims of life-long learning

- raising the professional qualifications of civil servants
- responding to the challenges that the civil servants face
- raises the awareness of public institutions of the importance of education and professionalization of their work

Figures

- every six months the School publishes an up-to-date catalogue of available courses
- nearly 100 training courses in the latest offer
- approx. 4000 public administration employees trained yearly

Continuing training in numbers



Nearly 44.000 Polish public administrators have been trained so far

What is important in training?

- skills, not knowledge
- managerial skills, coordination, cooperation, consensus building
- leading others, taking risks, achieving results, organisational goals, how to implement change
- written and oral communication, how to write governmental papers
- team work, persuade others, inclusiveness, not individual interests
- focus on weak part of society, ethics, empathy

UN Prize

- In May 2009 KSAP was awarded a prize in the category "Advancing Knowledge Management in Government"
- The School received a distinction for best practice and innovative solutions in the public sector, which involve respecting citizens' rights, transparency and rules of accountability, and promoting best solutions



Tasks

- training for the Polish EU presidency in 2011
- training for high ranking officials, focusing on managerial soft skills
- creativity in training programs, offer need-tailored trainings
- research and analysis centre of expertise on public administration for government