

# Leadership and Managementtraining at the BAKöV - with emphasis to Europe

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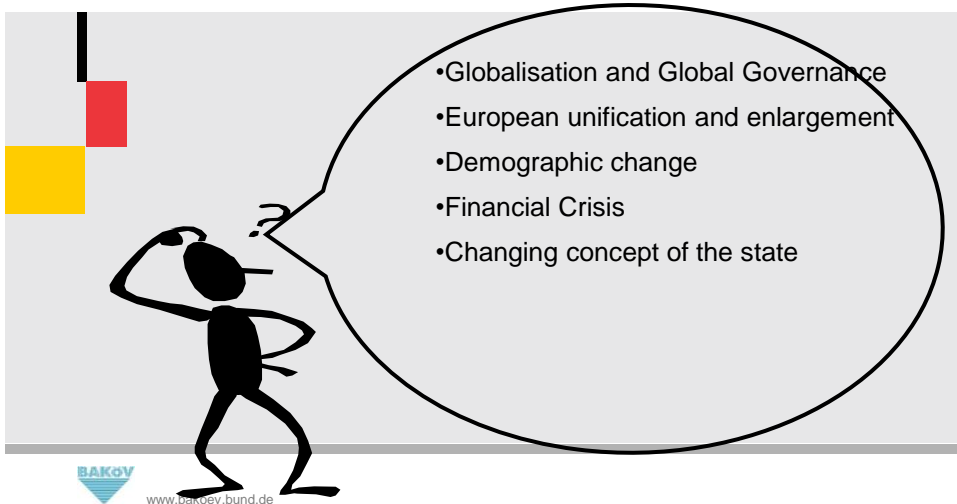
## Task and Mission of the Bundesakademie

The “Bundesakademie”,  
the ‘Federal Academy of Public  
Administration’,  
is the central agency for the in-service-training  
of the civil servants and employees of the  
Federal Government.


## Facts and figures about BAKöV

- Volume of training measures
  - annually there are approx. 1,850 further training events attended by
  - approx. 26,000 federal officials

## Trends in State and administration change: posing challenges to leadership training



• Globalisation and Global Governance  
• European unification and enlargement  
• Demographic change  
• Financial Crisis  
• Changing concept of the state

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## Globalisation and Global Governance

Intensifying and interlinking the traffic of goods, services and capital determines new cooperative approaches to managing global policy

### Consequences for training

- Language skills for use within Germany and abroad
- Skills to compare and evaluate foreign legal and administrative systems
- Intercultural competence for successful actions on the international level
- Knowledge of NGOs as partners in the Global Governance process
- Governance competences to disseminate cooperative management skills

## Changing Concept of the State

The state is viewed as a service agency that citizens approach as customers with high demands on transparency, participation and service

### Consequences for training


- Systematic customer orientation and new forms of communication
- Supporting debureaucratization / deregulation
- Improved law-making
- Governance competences in dealings with private partners
- Including private individuals in the advanced training process

## Profiles of requirement as standards for senior management training


Study made through expert ranking of competences  
for 3 hierarchical leadership levels

- a) What a manager has to do? actions
- a) What a manager has to show? competences
- a) What are the important corresponding competences? weighting
- a) How can this be operationalized? analysis

## Target groups for management- leadershiptraining at BAKöV

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1. 1<sup>st</sup> level managers / high potentials
  1. Experienced Managers (> 10 y): „heads“
  2. Level of Directors and Directors General

## 1<sup>st</sup> level managers / high potentials



### „Professional management – qualification programme“

- Basics in HRM, budget, organisation
  - IT for managers
  - EU- / International competences
  - Social and personal leadership competences
- 3 modules: 5 days, same participants  
- modulised booking possible

## 2. Experienced Managers (> 10 y): „heads“

Objective: Further developing the leadership and personal competences, p.ex:

- Refresher course „leadership competences“
- Exchange of experiences for experienced managers
- 'Work-Life-Balance' for experienced managers

## 3. Level of Directors and Directors General

- Trainings corresponding to the special profiles of requirements of senior management personnel:
- Strategic positioning
- Steering change processes
- Complex problem solving
- Setting action scenarios
- Conflict solving through mediation

## Special sessions ( 1-2 days) for the 3<sup>rd</sup> level

- Forum for Presidents
- Leadership as management principle in PA
- Strategic leadership competence
- Exchange of experiences
- Work-Life-Balance
- Professionalizing use of media (TV, interviews, panels, talk-shows ...)

How are we responding  
to the mayor challenge:  
The enlarged EUROPE ?

1) What is the position of DISPA herewith ?

1) Will we come to agreements on competences  
and or methods, while respecting mutually each  
national diversity?

## Major trend: Enlarged European unification and association process

Changing dynamic in European integration, NNP and MEDA with the focus on the Lisbon Strategy and responding to the arab uprisés

### Consequences for training

- Targeted qualification of all staff concerned with EU issues
- General knowledge of EU, MEDA and NNP
- EU competences for activities in Brussels and the enlargement and association processes
- European training standards and certification
- Transparency through an orientation on the European Qualifications Framework
- Intensifying an exchange of experiences on programmes and innovation



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Old focus



New focus



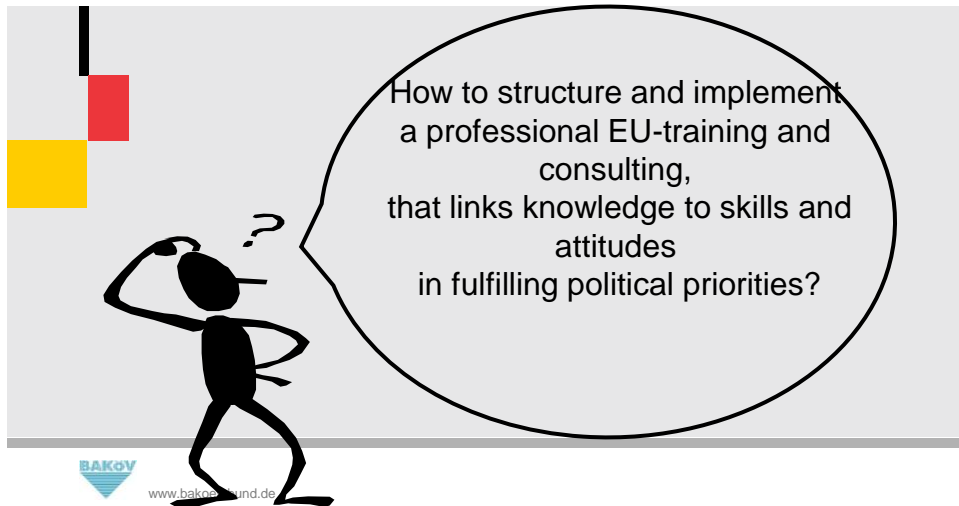
The common challenge:  
Qualify civil servants for the  
'Enlarged Europe', the ENP  
and Euro-Med

### Foundation Member States 1958:

- D, F, ITA, NL, LUX, BEL
- access 1973: UK, IRL, DAN
- access 1981: GRI
- access 1986: SPA, PORT
- access 1995: ÖST, SWE, FIN
- access 1.Mai 2004:  
POL, UNG, TSR, SVK, SLO,  
EST, LET, LIT, MAL, ZYP
- access 1.1.2007: BUL, RUM
- access open: TÜR, KRO

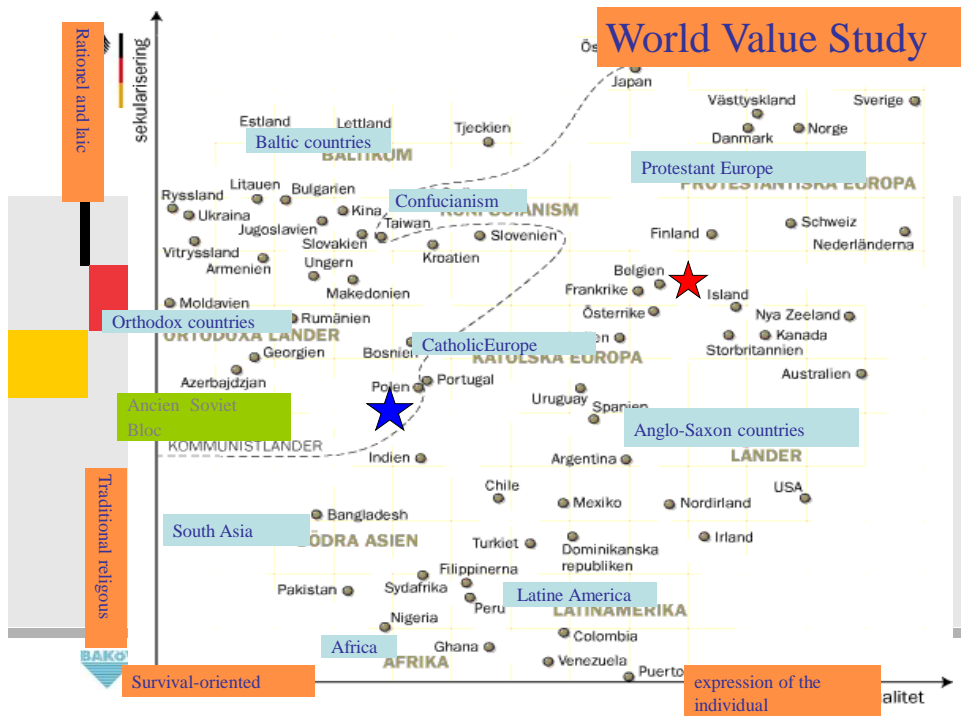


## Realizing EU- competence training



## On what 'enlarged' challenges are we working on European level : a value problem !

- Increased political complexity
    - Increased decision bodies in Brussel
    - Increased bilateral consultation before decision
    - increased streamlining of national sector – policies
    - Increased analytical need in the Federal Ministries about the policies of (new) member states (MS), the MEDA and the ENP
  - Increased density of negotiations
    - More complex coalition building
    - Nizza treaty unpractical for binding decision-taking
  - Increased intercultural complexity
    - Different planning and decision cultures in the MS
    - Enhanced language and understanding problems
    - Different administrative, social and individual values
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Bundesministerium des Innern

## The 'Common Competence Frame' a DISPA-induced methodological approach in leadership training for Europe

**Problem:** Different understanding and terminology of competences due to different governance approaches and administrative cultures in the different MS.

**Hypothesis:** To prevail in an 'enlarged Europe' other competences than homeland working scenarios were needed.

**Result:** A survey among the Institutes of Public Administration in Europe showed the following results



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## The DISPA-induced survey of 2005 leading to the 'Common Competence Frame'

- Main question to 25 national institutes was :  
« What does a civil servant in a leading position need to
  - know , (knowledge)
  - Do (skills)
  - and show (attitudes)
 to act successfully in the European arena? »
- Results are shown in two models
  1. Grouping by clusters
  2. Grouping by frequencies

## Modell 1: grouped competences

attitudes	skills	knowledge
open minded - flexibility - diversity	Social skills - ability to listen - cross cultural communication	European level - Institutions - Procedures - Eu-policy
Innovativ - proactive - courage	Networking - consensus building skills - persuasiveness	National level - sector policy - system and priorities
Integrity - honesty	Negotiating - negotiation skills	Relation - social networks
	Result driven	
	Organisation	

## Model 2: based on frequency

### 10 mostly mentioned (54%) of 42 competences

- Negotiating skills
- Knowledge of procedures
- Knowledge of institutions
- Open minded
- Strategic perspective
- Social skills
- Networking skills
- Organisation skills
- Cross culture communication
- integrity

## The BAKöV EU-competence training European Affairs Qualification 1: *The European Union*

- **Introductory seminars**
  - The EU – its legal system and the institutions
  - Introduction to mayor EU policies
- **Advanced seminars**

Legislative procedure inIntroductory the EU

  - Study trips to EU-countries
  - Current EU policy issues
- **Specialised seminars**
  - Interculture competence
  - Negotiation skills
- **Work experiences in the EU-institutions**
- **MEGA**

## The BAKöV EU-competence training European Affairs Qualification 2: *Co-operation with EU-Partner States*

- **Introductory seminars**
  - Visits to EU partner states: 'Systems of Government and administration' (including individualised programmes)
- **Advanced seminars**
  - Trilateral joint seminars (UK, F, D)
  - Bilateral seminars with EU- Member states
- **Specialised seminars**
  - Thematic Workshops
- **Work experience**
  - Advanced training programmes with ENA
  - Civil servants exchange

## EU-competence training *for personnel in the enlarged Europe*

- **Special programmes for personnel from EU and Non-EU countries, analogue to the programme for Federal civil servants:**
  - The system of Government and Administration in Germany
  - The State, the economy and society in Germany
  - Germany and Europe
  - Civil servant exchange into German public administration
- **Projects on administrative development (Twinning etc.)**

## Trends and challenges in the EU-training

Priority in linking training to the actual federal  
EU - policy  
Establishing cross-ministerial networks  
EU - Coaching of individuals and teams  
Tailor-made in-house training and consulting for  
special themes  
Increased inhouse training and 'on demand'  
Linking training to working place scenarios

## The change process in the BAKöV

How to implement the  
consequences of trends  
for training and consulting ?  
Our decisions and  
Experiences!

## Learnings 1

- Traditional forms of training have to adapt faster to changes in the state and the society with special regards to the international development
- Use of workplace learning and learning process monitoring to improve the dovetailing of qualifications and work
- Paradigm shift from supply to demand orientation
- Focus on key and core competences

## Learnings 2

- Linking training to the actual federal and european modernisation policy
- Increase training in collaborative Leadership and international matters
- coaching of individuals and teams
- establishing cross-ministerial networks
- Establish peer reviews for continous cooperation



DISPA-Meeting at KSAP, WARSAWA  
Leadership  
in a changing Public Administration  
October 2011

Leadership and  
Managementtraining at the  
BAköV -

Thank You !

Dr. Hans Kunsmann, Director at BAköV a.D.



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