

**K|S|A|P**KRAJOWA SZKOŁA  
ADMINISTRACJI PUBLICZNEJ

## **Leadership in a Changing Public Administration**

*Professor Jacek Czaputowicz*

*Director, National School of Public Administration (KSAP)  
in Poland*

DISPA Meeting, Warsaw, 13-14 October 2011

**K|S|A|P**

KRAJOWA SZKOŁA ADMINISTRACJI PUBLICZNEJ

### **National School of Public Administration (KSAP)**

- KSAP set up in 1990
- Government agency reporting directly to Prime Minister
- Largely funded from the state budget, though entitled to earn its own income
- Retains its autonomy in substantive areas

## The Mission of KSAP

### To train and educate present and future civil servants by:

- intensive, full time, 18 months postgraduate training of future civil servants
- training of those already employed in the administration (*continuing training*) – 4000 yearly
- cooperation with other institutions (universities, public administration), including international cooperation.

## The Agenda of the Meeting

- I. The topic of leadership in a changing public administration
  - EUPAN medium-term priorities are leadership-related
  - the decision of the DISPA Trio
  - continuation of the DISPA meeting in Budapest
- II. Cooperation with EU neighbors
- III. Outcomes of the meeting

## **I. Leadership in a Changing Public Administration**

1. What does it mean to be a leader in public administration today? Can we teach leadership?

What is adaptive leadership?

2. Training leaders – the experience of different countries:  
Poland, Italy, Germany
3. The relationship between leadership and:
  - developing talent
  - ethical behaviour
  - managing change
  - HR professionalization

## **II. Cooperation with EU Neighbors**

- Challenges of public administration training of the neighbouring states - the experience of:
  - NISPAcee
  - NAPA
  - ReSPA
- The Eastern Partnership priorities in public administration training

### **III. Outcomes of the DISPA Meeting**

- Conclusions on training for leadership
- The Budapest-Warsaw Resolution
- Follow-up to the Strasbourg Manifesto
- DISPA Website