

PD-ABL-272

95190

MFM Project

TRIP REPORT UKRAINE MANAGEMENT TRAINING KHARKOV

By
Jerry VanSant & Tom Armor

Research Triangle Institute
1615 M Street, NW, Suite 740
Washington, DC 20036

Municipal Finance and Management
Project No. 5656
Contract No. CCN-0007-C-00-3110-0

August 8 - 20, 1994



P.O. Box 12194, Research Triangle Park, NC 27709-2194



Center for International Development

Municipal Finance and Management Project

Trip Report

Ukraine Management Training

Kharkov

August 8 - 20, 1994

Jerry VanSant

Tom Armor

Management and Leadership Training

Kharkov Annex

August 8-20, 1994

Table of Contents

1. Introduction	1
1.1 Purpose of the Training	1
1.2 Activity Schedule	1
2. Training Agenda	2
3. City Planning Outcomes	2
4 City Expectations	3
5 Training Process Notes	4
Annex 1: Project Timeline	6
Annex 2: Participant List	7
Annex 3: Supplementary Notes on Video Training	8
Annex 4: The Trainers	11

Management and Leadership Training

Kharkov Annex

August 8-20, 1994

1. INTRODUCTION

1.1 Purpose of this Training

In response to a request originating with city officials of Lviv, the Municipal Finance and Management project (MFM) organized a management leadership workshop in June, 1994 for leaders of Lviv and Ternopil that provided 1) training in management skills relevant to MFM implementation and general city management and 2) a strategic planning framework for specific city workplan development. The MFM advisor in Kharkov, Ukraine, proposed that similar training be conducted in Kharkov. Mayor Kushnriov of Kharkov endorsed this suggestion and issued an invitation for the training to be held in October, 1994.

The agenda for the management training responded to needs expressed to MFM assessment teams in November, 1993 and March, 1994 in the three Ukrainian cities.. The intent was to provide practical training and tools related to leadership development, team-building (in the sense of intra- and inter-unit coordination within the city government), and organizational performance.

Specific objectives of the training were to:

- 1. Set the stage for MFM project implementation by reinforcing the role of each city Advisory Committee as a project management team;*
- 2. Build leadership and management skills;*
- 3. Develop techniques to improve teamwork; and*
- 4. Apply team management techniques to the identification of city goals and objectives.*

1.2 Activity Schedule

The team traveled to Kiev, Ukraine by way of Kiev for consultation with USAID staff. Once in Kharkov, the team worked with the Newell Cook, the RTI advisor, and his staff to finalize the training schedule and logistic arrangements. Based on these inputs, the team updated the training curriculum and finalized preparation and translation of handouts, overhead transparencies, and other materials.

2. The Training Agenda

The training followed the following basic agenda:

✓ <i>Retreat Goals and Objectives</i>	<i>Discussion</i>
✓ <i>Presentation of the Agenda</i>	<i>Discussion</i>
✓ <i>Elements of Managerial Leadership</i>	<i>Presentation/Exercises</i>
✓ <i>Management Styles</i>	<i>Presentation/Instrument</i>
✓ <i>Team Management</i>	
1. <i>Risks and benefits of Management Teamwork</i>	<i>Presentation/Exercise</i>
2. <i>Team Management Techniques</i>	<i>Presentation/Discussion</i>
✓ <i>Teamwork Exercise</i>	<i>Team Simulation</i>
✓ <i>Team Effectiveness Critique</i>	<i>Instrument/Discussion</i>
✓ <i>Managing for Results 1: the Strategic Planning Process</i>	<i>Presentation/Exercises</i>
✓ <i>Development of Team goals for MFM Project</i>	<i>Priority-setting exercise</i>
✓ <i>Managing for Results 2: Performance Measurement</i>	<i>Task Assignment</i>
✓ <i>City and RTI Expectations for MFM</i>	<i>Discussion</i>
✓ <i>Retreat Wrap-up and Evaluation</i>	<i>Discussion</i>

A More detailed agenda is reported in the Lviv/Ternopil training report.

3. City Planning Outcomes

As part of a planning exercise, participants applied processes of team planning to the development of a Mission statement and key objectives for the city in the context of the MFM project. These mission and objective statements will provide a basis for more detailed planning of the MFM city workplan for Kharkov.

Mission: *The mission of the Kharkov city administration is to achieve a higher standard of living for the citizens of Kharkov through the application of integrity and professionalism in the setting of priorities, increased budget revenue, smooth administrative operations, and reliable service delivery.*

Objectives:

- 1. Reduce infant mortality from 16 per 10,000 to 7 per 10,000 (current Ukrainian average) by 1999.**
- 2. Improve transportation services by alleviating shortage of vehicles in working condition (suggested indicators: add 30 trolley busses, replace or refurbish 50% of current fleet, build new metro line to Rohan city district by 2005.)**
- 3. Improve electronic communication (especially telephonic connections) by modernizing all city telephone exchanges by 2000.**
- 4. Clean water reservoirs and provide regular checking and maintenance to assure purity of water supply.**
- 5. Create "green places" for pets in city streets and parks to improve hygiene and reduce health risks to children.**

The following objectives were suggested but may not be within the manageable interest of the city administration:

- 1. Provide adequate food supplies to Kharkov citizens by 1998 (largely through privatization of the distribution and retail processes)**
- 2. Secure adequate financial stipends for students through transportation subsidies and other means.**

4 City Expectations

During the training, participants were given opportunity to express their expectations for support from the MFM project. At the same time, the trainers, with Newell Cook, reviewed project expectations of city leadership. City responses were as follows:

- 1. Management tools and techniques applicable in their work places**
- 2. New concepts regarding approaches to work**
- 3. Repeat management and leadership training for 1) Deputy Directors, 2) Commission chairs from the city Council, 3) Raion Council chairs, 4) Party leaders**
- 4. More efficient use of financial resources through application of automated information management**
- 5. Help with identification of new budget revenue resources, including options for municipal borrowing**

6. *Information management system for City Council deputies*
7. *Access to relevant U.S. software for municipal financial management*
8. *Consulting support to address municipal management and service delivery problems*
9. *Organizational support to City Council and organizational development support to assist team building*
10. *Comparative study of U.S. cities of similar size to review management issues and problem-solving*
11. *Management and leadership development programs*
12. *Literature and references on management practice and municipal management (including support for their publication in Russian)*

5. *Kharkov Training Process Notes*

This training used a combination of presentation of conceptual material/models and experiential methods and exercises. The design of the workshop sought to help the participants identify and confirm their own understanding of management and fit it into current western models. This was a successful design and seemed to work quite well.

One of the clear learnings was the desirability of short descriptions of real life situations from the trainers own experience. We had been cautioned that such "Western Management" cases would be met with resistance by the participants as "not applicable" to their own situation. To the contrary, there was considerable demand for these short illustrations. They proved very useful and practical for both the staff and the participants. Future designs might include short written cases (translated into Russian) for discussion and learning.

For a variety of reasons, many of the participants were not informed of their involvement in the workshop until the day before, or even the morning of the workshop. In spite of this scheduling problem, all the participants made obvious efforts to attend all the sessions, and almost all did so. During coffee breaks and lunch many informal comments were made by the participants about the value of the workshop. These comments were complimentary and underscored the value of the experiential approach being used.

The last day included a session of dialogue between the participants and the staff of the MFM Project in Kharkov (see Section 4 above). This was a most useful session for all, and led into a review of the workshop. That review produced the following comments for future workshops:

- * *Use more exercises.*
- * *Use and provide more questionnaires, some that can be used for personnel selection and evaluation.*

- * *Provide examples of real life practical applications of the concepts being introduced.*
- * *Demonstrate techniques such as "brainstorming" (translated as "massive attack" in Russian!!).*
- * *Conduct a similar workshop with the mayor's top management team.*
- * *Make analytical comparisons between the new management methods being introduced and the existing 'traditional' methods currently in practice in Ukraine.*
- * *Develop selection criteria (and possible an instrument or questionnaire) for identifying personnel supportive of non-authoritarian management style.*
- * *Describe and develop elements of a modern personnel management system for use by cities in Ukraine.*
- * *Offer more leadership and management training for all levels of city government.*
- * *Provide references and materials (in Russian) for further study by participants after the workshop.*

On an experimental basis, many of the "presentation" aspects of the workshop were video taped. These tapes will be reviewed by the staff of the MFM project for possible use by others since they have both the English and Russian audio tracks. They have already proved valuable to one subcontractor trainer about to depart to Russia where he will be using some of the same material developed for the Kharkov workshop.

The mayor of Kharkov, based on feedback from the participants in this workshop, specifically requested a repeat of the training for other groups of city leaders. Newell Cook will carry this request forward via USAID/Kiev to the MFM project. Plans for any such training will be coordinated with the Kharkov study tour and its participants.

Annex 2: Kharkov Training Participants

**Alexandra Garkavaya
Natalia Funikova
Olga Ljashenko
Anna Yashchichnaya**

**Irina Riyaka
Igor Sidorenko
Ludmilla Chikotilo
Yjacheslav Makarov
Gennady Bondarenko**

**Alla Bobeiko
Vasily Kondakov
Mikhail Gryzlov**

**Chief Economist, Department of Finance
Manager, City Council Office
Department for Citizens' Appeals
Specialist, City Council Commission on Health Care and
Social Welfare
Chief, Department of city Council Administration
Department of City Council Administration
Specialist, Department of City Council Administration
Administrator, Kharkov Opera and Ballet Complex
Chairman, City Council Committee on City Council
Activities, Local Self-Government, Glasnost,
and Public Relations
Director, City Council Committee on Health
Director, city Council Business and Cultural Center
Deputy Director, RTI MFM Project in Kharkov**

Annex 3: Notes on Video Training

(repeated and expanded from Lviv/Ternopil report)

The MFM project's training agenda could benefit greatly from a coordinated plan to utilize inexpensive video recording and playback equipment. Since the project will be working in three cities in Ukraine, the cross sharing of experience via video tape should prove very cost effective. Good technical planning for the audio channel will also allow the best use of translation resources required for many specialists working in Ukrainian cities.

Some of the opportunities for use of video recording are:

- ▶ *Dissemination of workshop, specialist seminars, and training activities done in country for use by a wider audience of city management staff at later times;*
- ▶ *Recording of important presentations and other suitable activities available during the study tours. These could be shared with a wider group upon return and form the basis for infusing the learning from the study tour into city management practices;*
- ▶ *Technical training materials (e.g. computer and software tutorials) prepared by or for the project or purchased from commercial vendors. This might include language training;*
- ▶ *Modest efforts to document MFM project achievements.*

Technical Considerations:

1. *A survey of existing video cassette players and monitors/receivers in place and available at the cities should be made. This must include all technical details of the equipment such as:*
 - * *PAL and/or SECAM standard?*
 - * *Stereo capable (important for dual language)?*
 - * *Any multi system equipment?*
 - * *TV receiver with line-in (vs RF Channel) capability?*
 - * *Playing speeds of the deck (assumed to be VHS)?*
2. *The basic approach would be to provide:*
 - * *a local standard (PAL or SECAM) VHS video cassette recorder/player (VCR) with stereo capability (to record one language on each channel when translation is used) and television/monitor for each city.*
 - * *a camcorder (Hi-8, with stereo) to each site, in the same standard of the VCR.*
 - * *some very simple "Y" patch cords and microphones for dual audio recording in two languages during presentations.*

3. *RTI/NC could have a multi-system VCR for converting U.S. obtained or produced tapes into the proper PAL/SECAM standard on VHS cassettes. Likewise, RTI/NC could convert Ukrainian produced tapes into NTSC (U.S.) standard VHS tapes for documenting the project. This could be done on RTI equipment or done by contract with a service company.*

This arrangement would allow each city to directly produce its own material, make copies onto a common format (VHS), all in-country. VHS copies (PAL/SECAM) could be sent to RTI/NC for conversion to NTSC and use in the U.S. When U.S. training materials are located and purchased, they can be quickly converted (with translation dubbed if desired) from NTSC to PAL/SECAM and sent to Ukraine.

4. *If the PAL/SECAM camcorder(s) are purchased and available in the U.S. when the study tours are conducted, they could be used (with the simple microphone arrangement) to capture the presentations. If these camcorders are not available, a local NTSC standard camcorder could be used, and the acquisition tape converted to PAL/SECAM.*

It is difficult to get information about PAL and SECAM equipment in the U.S. Sony provided the phone number for their European Service Center in Belgium: 32-052-307 with the fax number thought to be 32-052-489. The Sony area representative for the North Carolina area is Julian Phelps at 404/263-9888.

Kharkov Addendum

An experimental use of video recording was done in the Kharkov workshop. The intent was to make available video recordings of much of the material presented by the trainers in the workshop. It is too early to assess the use of this material by others, either in the U.S. or at Kharkov or other project locations. This potential use of the recorded material will be documented and reported at a later time.

Some technical learnings from the experimental taping are:

1. *Since the translation is done sequentially (i.e. English then pause for translation) there is no special advantage of using stereo recording with each channel devoted to one language. A mono audio channel would work fine as long as both speakers wear microphones that are mixed into the single channel.*
2. *Two microphones on long cords work quite well. In the Kharkov workshop each speaker (English and Russian) wore a lapel microphone with a 20 foot mono cord. Those two 20 foot cords joined a 25 foot single stereo cord (to form a Y). Thus the "radius of action" for each speaker was a 20 foot arc loosely centered in the front of the room (where they joined the stereo cord).*
3. *The camera had to be run on battery power when it was discovered that a very heavy "buzz" was introduced into the audio channel when using AC. This is probably related to lack of proper grounding of the AC circuit and the long mic cords. Switching to battery power solved the problem. Two batteries were exchanged between the camera and charger with no problems at all.*

Annex 4: The Trainers

Jerry VanSant is the director of the Center for International Development at Research Triangle Institute, the prime contractor for the MFM project. Mr. VanSant received the MBA degree in 1975 and in the subsequent 20 years has served as a management and organization consultant to public and private organizations in 15 countries. He has performed management training for numerous organizations in the U.S. and overseas.

Tom Armor is an independent management consultant specializing in management and organizational issues as they impact economic development programs and staff. Dr. Armor holds a Ph.D. degree (1969) from the University of California at Los Angeles (UCLA) Graduate School of Management. He has worked with both private and public sector organizations to improve their leadership, management, and organizational effectiveness.