

-PN ACD-171

**Compendium of Local Governance Training Programs & Workshops
Slovak Republic**

January 1996 – January 1997

Training in Local Governance and Management – Slovakia
DO # 6
PCE-1008-Q-06-5002-00

Elected Leadership Workshops

AGENDA

Welcome!

Welcome to the first of a continuing series of workshops for elected officials from Slovak towns and villages. This workshop is being sponsored by USAID in collaboration with the Local Self Government Assistance Center, the United Nations Centre for Human Settlements, the Foundation for Training in Self Government, the Association for Management Training and Development and the Institute for Local Government and Public Service affiliated with the Open Society Institute. Each of these organizations share the belief that local self-governance is the foundation of an open democratic society. The performance of local governments in these critical roles is, in part, based on the contributions of the officials who are elected to manage the priorities and resources of their communities. These contributions can be enhanced through effective training and development opportunities. These opportunities, in turn, are strengthened by the availability of quality trainers and training materials.

These four concurrent workshops are unique because they focus in part on building the resource base for future elected official training in Slovakia. First, these workshops are an opportunity to field test a training approach and materials already proven to be useful in countries around the world. For example, local governments in Columbia, South America initiated the same program in their country just last week. These programs are already in use in Lithuania and Russia and are currently being translated into Romanian, Polish, Hungarian, Czech and Latvian.

The acceptance of these training materials by local elected officials worldwide is confirmation that local governments everywhere are confronted by similar challenges. And these officials already are benefiting from learning how to perform more effectively in the roles covered in these materials.

Second, these workshops are designed to further prepare Slovak trainers who will be responsible for conducting future programs throughout Slovakia and to develop future trainers to assist them as the demand for such training increases.

The Slovak trainers (lead trainers) selected for this workshop are members of an *elite* group who have been trained through the British Council Know How Fund program and are founding members of the Association for Management Training and Development. These trainers are supported in these workshops by a team of international specialists in local government training (senior trainers).

Each of the participants has been selected based on interest and potential contribution to continuation of the program. For local elected officials, there will be opportunities to attend other workshops in the series and to express an interest in becoming trainers.

Third, these workshops include secretaries of the local government regional education centers. Their involvement is to prepare them for managing the implementation of future workshops in each region. Also included in the workshops are a few trainers and local government staff who have expressed an interest in being involved in this program.

We appreciate the effort made by each participant to attend this program and their recognition of its potential for strengthening the local self-governance process in Slovakia. The program's success depends on the active interest and involvement of everyone.

Workshop Overall Objectives

- 1 To increase participant's knowledge, understanding and skills in specific elected officials roles**
- 2 To identify future trainers for the program based on their desire to be involved**
- 3 To establish credibility for experiential learning based on elected official roles and commitment to support and promote the program**

OVERALL WORKSHOP AGENDA

Opening Session	Sunday, Sept. 8
1930 -	<p>Plenary session Welcome and introductory remarks Review of workshop objectives Staff introductions Review of the week's agenda and logistics Community meeting Get-acquainted session</p>
Workshop Activities	Monday, Sept. 9 - Friday, Sept. 13
0730 - 0800	Breakfast
0830 - 1200	Morning session with one coffee break
1230 - 1330	Lunch
1330 - 1700	Afternoon session with one coffee break
1800 - 1900	Dinner
1930 - ?	Optional evening sessions on Monday, Tuesday, and Thursday will be announced Social event planned by hotel for Wednesday evening
Closing Session	Friday, Sept. 13
1200 - 1230	<p>Small group meetings Participants complete an evaluation of the overall workshop</p>
1230 - 1330	<p>Plenary session Closing ceremony (in the auditorium) and issuance of certificates to participants</p>
1330 - 1430	Lunch

SLOVAK FOUNDATION FOR TRAINING IN SELF GOVERNMENT
 With Support From
 Local Self Government Assistance Center

Bratislava, Slovak Republic

Final Evaluation Form - End of ELTOT Workshop

Please circle the number from 1 (*lowest*) to 5 (*highest*) that best describes your opinion of each statement below

	Very Poor				Very Good	
<u>About the Administration of this Workshop</u>						
1	Application and registration process	1	2	3	4	5
2	Prior information and briefing	1	2	3	4	5
3	Learning facilities	1	2	3	4	5
4	Meal arrangements and coffee/tea breaks	1	2	3	4	5
5	What are your preferences for location, accommodations and lodging services for future workshops? _____					

Your Opinions

6 To what extent were your expectations about this workshop fulfilled? _____

7 In what way did this workshop differ from your expectations? _____

8 How useful was the Learning Application Workbook?

Not useful 1 2 3 4 5 very useful

9 Will you use it to evaluate your application of what you learned? YES ___ NO ___

10 Would you be interested in attending additional workshops on the elected leadership roles not covered in the session your attended? YES ___ NO ___

11 How often would you be able to attend?

Monthly _____
 Every two months _____
 Every three months _____
 Other (Please describe) _____

12 Would you prefer two day workshops covering only one role? YES ___ NO ___
OR
a five day workshop covering three roles? YES ___ NO ___

13 Would be willing to complete all 11 workshops in the series? YES ___ NO ___

14 Would some type of recognition (i.e. certificate) for completion of the 11 workshops in the series be valuable to you? YES ___ NO ___

15 What do you believe would be a reasonable cost for a two day workshop (excluding room, meals and transportation)?

and a five day workshop? _____

16 Other general comments _____

SLOVAK FOUNDATION FOR TRAINING IN SELF GOVERNMENT
With Support From
Local Self Government Assistance Center

Braslava, Slovak Republic

Criteria for Selection of Future Trainers

Trainee Name _____ Date _____

Role/Session Title _____

To assist in the selection of future trainers, please use this form to evaluate each of the trainees in your workshop. Please circle the number from 1 (*ineffective*) to 5 (*very effective*) that best describes your opinion for each of the criteria below.

Verbal Communication Skills

- | | |
|-------------------------------|-----------|
| 1 Expresses ideas effectively | 1 2 3 4 5 |
| 2 Good public speaker | 1 2 3 4 5 |
| 3 Commands attention | 1 2 3 4 5 |
| 4 Good language skills | 1 2 3 4 5 |

Group Process Skills

- | | |
|----------------------------------------------|-----------|
| 5 Gives information and opinions | 1 2 3 4 5 |
| 6 Seeks information and opinions from others | 1 2 3 4 5 |
| 7 Encourages, seeks consensus | 1 2 3 4 5 |
| 8 Encourages communication with the group | 1 2 3 4 5 |
| 9 Initiates activities | 1 2 3 4 5 |

Creativity Skills

- | | |
|---------------------------------------------------|-----------|
| 10 Generates and encourages new ideas and methods | 1 2 3 4 5 |
| 11 Openness to experiential learning | 1 2 3 4 5 |

Motivational Skills

- | | |
|----------------------------|-----------|
| 12 Demonstrates initiative | 1 2 3 4 5 |
| 13 Able to motivate others | 1 2 3 4 5 |

Of all the participants in your group, who are those you believe have the potential to be the most effective elected official trainers?

Training for elected officials of local governments

Zemplinska Širava 8 9 - 13 9 1996

Aims

- To increase knowledge understanding and skills in three selected roles of the elected officials
- To introduce to participants principles and methods of training based on experiential learning

Objectives

At the end of the training, the participants should be able to

- define the role of the elected official as a facilitator
- be more effective in facilitating work of various groups
- define the role of the elected official as a policy maker
- identify the elected official responsibilities for creating policy in the community
- define the role of the elected official as an institution builder
- identify and use the tools supporting effective performance of the organization

Program

	8 30 - 12 00	13 30 - 17 00	19,30
Monday	Welcome and introduction Facilitation and groups	Running meetings Exercises	Learning style inventory
Tuesday	Running meetings Conflict handling	EO as a policy maker Quiz	Discussion club
Wednesday	Goals policy & strategies Case study - Lucasa	Who is involved in PM? Political dialogue	Social evening
Thursday	EO as an institution builder Where is the problem?	Role negotiation as a tool for improving performance	Farewell party
Friday	Performance appraisal - TQM Evaluation and close	Overall evaluation Participants departure	

TIMESCHEDULE

COUNCILOR AS A DECISION MAKER, FINANCIER AND POWER BROKER

Monday	Morning	Introduction to workshop Role of councilor as decision maker Decision making preferences Councilor as decision maker - Part I
	Afternoon	"Right" and "wrong" decisions of the council Councilor as decision maker - Part II Decision on allocation of means End of the first day
Tuesday	Morning	Review of the day Solving real life situation Action plan for personal development
	Afternoon	Role of councilor as financier Competencies in financing Knowledge and skills of councilor as financier End of the second day
Wednesday	Morning	Review of the day Assessment of financial situation of municipality Principles of financial procedures of municipalities
	Afternoon	Financial policy Understanding financial statements Action plan for personal development
Thursday	Morning	Review of the day Role of councilor as power broker What comes to your mind when you hear "power" Sources of power
	Afternoon	Critical incidents in use of power Building referential and personal power End of the fourth day
Friday	Morning	Review of the day Mapping power relations "Powerful" and "powerles" councilor Action plan for personal development End of the workshop

**SLOVAK FOUNDATION FOR TRAINING IN SELF DEVELOPMENT
WITH SUPPORT
FROM LOCAL SELF GOVERNMENT ASSISTANCE CENTER**

**Workshop For Local Councilors
Zemplinska Širava, 8-13 September 1996**

Councilor as a decision maker, financier and power broker

Aims of the workshop

- To introduce delegates to roles of councilor as a decision maker, financier and power broker
- Using interactive methods of experiential learning to develop abilities and skills of delegates in their roles as as a decision maker, financier and power broker for the benefit of municipalities,
- To offer opportunity to practice solving problems of municipalities

Objectives of the Workshopu

By the end of the workshop delegates will

- better understand decision making process and their roles as decision makers in councils ,
- understand and use various styles and methods in various steps of decision making process,
- define mission and role of councillor in process of financial decision making,
- use some indicators in assessing financial situation of municipality,
- understand power as a positive instrument in support of development of the municipality,
- positively apply power in various situations

PROPOSAL

***DESIGNING A CONCEPTUAL FRAMEWORK
FOR ADDRESSING GENERAL MANAGEMENT
AND ORGANIZATIONAL DEVELOPMENT
NEEDS IN SLOVAK LOCAL GOVERNMENTS***

**for
International City/County Management Association
Washington, D.C.**

Submitted by

**W. Donald Callan, Partner
Prolog Learning Resources
Bangor, Maine**

USAID Contract No. PCE-1008-Q-00-5002-00, Delivery Order No.6

1. BACKGROUND:

The proposed Workplan is in response to a request by the LSGAC staff based on discussions with the President and Executive Board of the Slovak City Managers Association to expand on two successful major efforts to improve in-service training capacity in the host country, Slovakia

Development of a comprehensive program for training local elected officials was recently completed is currently being delivered through regional training centers throughout the country. A similar program for local financial management officers is in development. The development of these programs was greatly facilitated by the availability of UNCHS training materials that were co-authored by a member of the LSGAC staff.

The Slovak City Managers Association have expressed growing interest in having general management training for their membership. Also, there is mounting evidence of need for changes in the organizational and operating systems at the local level. Unfortunately, training tailored to the unique needs of this organizational and managerial environment is presently unavailable.

To assist LSGAC in being able to respond effectively to this need, we submit the enclosed proposal detailing

- *an approach to identifying critical managerial and organizational strategies and skills required to improve the efficiency and effectiveness of local governments*
- *a systematic framework for involving LSGAC and Slovak institutions and professionals in discussing and refining the material and delivery strategies*

2. WORKPLAN:

2.1 Unique Qualities and circumstances that define local government management and organizational development needs

Over the past 25 years, professional preparation and in-service training for managers of local self governments in Western European and North American countries has reflected the dynamic nature of the profession. The relevant skill/ knowledge set for today's public manager ranges far from the more traditional disciplines of public policy and civil engineering, to emerging private sector organizational practices including customer relations, continuous quality improvement and the transformation of many municipal services into public private partnerships, including privatization of some governmental functions.

But, it is not only management practices and functions that are changing. Indeed, the fundamental role and relationship between citizens and local self government is being questioned. Should local government be a provider, procurer or broker of services? Should the nagging issues of how best to help those who cannot help themselves be dealt with by "market forces" of the private sector economy? How should governments pay for "consumer" services e.g., public education, protection of the environment, regional waste management, land use and health care? These issues are as different in scope and impact from the traditional municipal service package of

public safety, road and street maintenance and vital statistics record keeping as the Internet is from the library

This trend toward blurring traditional lines that have separated the public and private sectors is being fueled by economic global market forces which have all but erased national market boundaries. In the emergent independent nations of Central Europe, local governments are being faced with the need to respond quickly to management issues for which there are few precedents and limited experience or expertise.

Some of the more pressing and incredibly complex changes include

- movement from centrally controlled to market driven economy
- increasing responsibilities being shifted to local level but with limited authority and resources
- away from authoritarian style on management toward more participation and collaboration among employees and managers
- freedom to make performance related decisions shifts from management to worker level
- societal changes creating changes in citizen attitudes and expectations toward role and functions of local self governments
- information technology and growing pressures for faster and more flexible responses to outside forces requires greater openness in communication and information sharing

Slovakia is an Independent Republic, having no political subdivisions which are autonomous and independent of national control at the sub-national level of government. There are over 2800 municipalities, 2000 of which have populations of less than 2000. The capacity of these municipalities to respond to the demands presented by these changing forces will be determined by how quickly local officials can access high quality professional training and consultative assistance.

To be successful such training and assistance will need to strike a balance between those management and organizational issues that cut across national, sub national and/or public-private boundaries and those which continue to be strongly influenced by national and local cultures. The LSGAC commitment to capacity building through total involvement of local officials in the design and delivery of training and organizational development assistance demonstrates the effectiveness of employing this approach with any new training efforts.

2.2 Managerial and organizational functions strategies and skills that should be considered in any effort to strengthen local governments through training or organization development intervention

Regardless of the conceptual framework applied to the roles of the local elected official and the municipal manager or to what extent they share roles and responsibilities, one thing is clear. The skills required for carrying out their respective roles and responsibilities are very different. Management skills need to be focused on their unique organizational position whereby

they both influence and implement policy and strategic direction with limited positional authority or clearly identified constituency

Professional development in such dynamic and often ambiguous working environment defies a one-size-fits-all approach. Each manager in each particular situation will need to be able to accurately identify the demands of the situation and be able to apply the appropriate combination of skills and abilities.

Despite this “contingency” nature of municipal management, experienced managers have identified the following characteristics common to the effective manager:

- A clear understanding of and a strong commitment to the **goals and purposes** of the municipality
- Conscious attention to the broad picture, the **vision and values** of the municipality
- Possessing and projecting **personal and professional self assurance**
- Faith in the **people in the organization** and a willingness to help them excel
- Faith in the democratic process and a **commitment to fostering broad participation**
- Sense of responsibility for careful **stewardship of resources**
- Personal sense of dissatisfaction with the “status-quo” and deep **desire for continuous improvement** - both personal/professional as well as organization

Taken together, the demands of the local self government manager role and the characteristics of successful performers suggest that a new framework for assessing managerial effectiveness and for developing management training and organizational development interventions be developed. There are many informative and sound paradigms in the body of contemporary management literature. Each one looks at the issue of effectiveness through a different lens, *Functions, Personality Type, Competencies*, etc. While these frameworks help to define critical aspects of management, none has provided a sound basis for designing professional development programs for practicing managers, particularly one which would enhance the capacity of Slovak local government managers.

The diagram below illustrates the comparative relationship among several management frameworks in good currency and the model proposed. Our model proposes a framework which looks at the roles, functions and personality issues from the standpoint of *identifying relevant, learnable strategies and skills* which are vital to effective managerial performance.

COMPARATIVE CONCEPTUAL FRAMEWORKS FOR ASSESSING MANAGERIAL EFFECTIVENESS

Roles	Functions	Competencies	Personality	Strategies	Skills
FISHER¹	MINTZBERG²	KATZ³	MYERS-BRIGGS⁴	CALLAN⁵	See attached list
STRATEGIC PLANNER	-FIGUREHEAD -LEADER	CONCEPTUAL	NT	Developing the Municipality VISION AND VALUES	MODULE I
POLICY ADVISOR	-ENTREPRENEUR -NEGOTIATOR		NF	Developing Leadership ROLES AND RELATIONSHIPS	MODULE II
RESOURCE MANAGER	-RESOURCE ALLOCATOR				
HUMAN RESOURCE DEVELOPER	-DISTURBANCE HANDLER	HUMAN	SF	Developing People PROFESSIONAL DEVELOPMENT	MODULE III
COMMUNICATOR	-MONITOR -DISSEMINATOR -SPOKESPERSON LIAISON				
IMPLEMENTOR		TECHNICAL	ST	Developing the Organization ORGANIZATION DEVELOPMENT	MODULE IV

¹ Managing Change for Urban Managers

² Harvard Business Review

³ The Social Psychology of Organizations

⁴ Gifts Differing

⁵ Unpublished, Proposed Training Design for Local Self Government Managers

3. RELEVANT SKILL PRIORITIES ASSOCIATED WITH PROPOSED MANAGEMENT TRAINING FRAMEWORK.

Module I Developing the Community / Municipality (Vision and Values)

Skills concentration

- Transformation and Decentralization Strategies
- Environmental Policy
- Economic Development Directions
- Intergovernmental and Public/ Private Partnerships
- Resource Allocation

Module II Developing Leadership (Roles And Relationships)

Skills concentration

- Alternative Organizational Structures
- Public Communication Effectiveness
- Role Definition and Role Negotiation (Managing and Leading)
- Balancing Policy Making / Implementation Dynamics

Module III Organization Development

Skills concentration

- Strategic Planning
- Managing Complex Change
Cultural, Technical and Political Dynamics
- Organization Assessment Action Learning
Continuous process of information gathering/decision making
- Networking and Coalition / Consensus building
- Participative Management
- Human Resource Development

Module IV Personal (Professional) Development

Skills concentration

- Interpersonal Communication
- Continuous Self Directed Learning (Learning How to Learn From Experience)
- Mediation / Negotiation / Collaboration (Alternative Methods for Resolving Differences
- Team and Project Leadership Practices
- Methods of Decision -Making
- Public Communication/Presentation

4. A SYSTEMATIC FRAMEWORK FOR DISCUSSING AND REFINING THE PROPOSED TRAINING MATERIAL AND DELIVERY STRATEGIES.

4.1 Tasks: Most (if not all) of the following action steps will need to be performed in-country

- *Review content and format of other training modules (Elected Officials & Financial Management) for areas of reinforcement for managerial training framework. Especially reports/evaluations from the field experience of trainers for these programs*

special attention needs to be paid to assessing impact of cultural issues, customs and traditions (norms and values) on learning design e.g

- | | |
|-------------------------------|---------------------------|
| -teacher/student relationship | -hierarchical v collegial |
| -teaching method | -didactic v participatory |
| -format & setting | -academe v conference |
| -evaluation | -summative v normative |

- *Assemble advisory committee made up of potential participants, representatives of stakeholder organizations, regional training centers, etc Committee tasked to advise LSGAC on related issues such as*

- educational background of target population
- view of (support for) the “democratic process” in organizations
- stage of development of local government management “values”- e.g “supply management” Vs “demand management”, command and control Vs participatory and collaborativemation,etc
- manager roles and responsibilities vis-a-vis council (statutory as well as operational)
- recognition / certification
- recommendations for selection of participants in focus group sessions

- *Design facilitated group interview research sessions e.g focus group sessions, to obtain feedback on the appropriateness of the conceptual model as well as to test for inappropriate western bias in either underlying assumptions, or content and method.*

Suggest using locally trained facilitators to conduct in order to reduce language distortions

(see appendix A for a description of Focus Group methodology)

- *Finalize training philosophy*
- *Develop, administer and analyze learning needs survey based on results of focus group input re proposed conceptual model Survey statistically significant sample of managers*
- *Select final set of skill concentration topics and develop learning objectives for each topic*

4.2 Tasks (Continued)

- *Develop course material integrating theory and practical application.*
- *Conduct orientation session with trainers and translators*
- *Field Test training materials with representative group of managers*
- *Finalize and publish management training modules*
- *Design instructor training sessions*
- *Develop instructor training materials*
- *Market and distribute training modules and schedule training*
- *Develop and implement evaluation methodology and instrumentation.*

ATTACHMENT A

Description of Focus Group Methodology for Qualitative Research

Focus group interviews are a form of qualitative research evaluation in which groups of people are assembled to discuss reactions to or shared impressions of potential changes. The technique of interviewing participants in focus groups comes largely from marketing research. Groups are generally composed of 7 to 10 people who are unfamiliar to one another and have been *selected because they share certain characteristics that are relevant to the question of the study*. This method assumes that an individual's attitudes and beliefs do not form in a vacuum. People often need to listen to others' opinions and understandings in order to form their own.

In most qualitative interviewing, the purpose is to obtain depth and detail from participants. In focus groups, the goal is to let people react to each others' input, suggesting nuances of the original topic that any one individual might have thought of.

Matters discussed range from the narrow and specific to broader more general concerns. The facilitator creates a permissive environment, asking focused questions, in order to encourage discussion and the expression of differing opinions and points of view. Often the questions in a focus group setting are deceptively simple, the trick is to promote the participants' honest self-disclosure through the creation of a permissive environment.

These interviews are conducted several times with different individuals so that the researcher can identify *trends in the perceptions and opinions expressed*, which are revealed through careful, systematic analysis.

The advantages to focus group interviews for this project are that

- this method is socially oriented, engaging participants in their natural, real-life atmosphere,
- the format allows the facilitator the flexibility to explore unanticipated issues as they arise in the discussion,
- the results have high face validity-because the method is readily understood, the findings appear believable,
- it is relatively low cost,
- it provides quick results,

Skills required of a group interviewer are not significantly different from those needed by an interviewer of individuals. The interviewer must be flexible, objective, empathic, persuasive, a good listener.

Three specific skills are needed by the group interviewer. First, the interviewer must keep one person or a small coalition of persons from dominating the group. Second, he or she must

encourage recalcitrant respondents to participate. And third, he or she must obtain responses from the entire group to ensure the fullest possible coverage of the topic.

And finally, the interviewer must balance the directive interviewer role with the role of the moderator, which calls for the management of the dynamics of the group being interviewed.

Focus groups allow an organization to explore people's reactions and opinions in ways that questionnaires and surveys cannot. However, the findings of a focus group cannot be generalized or extrapolated with accuracy. The results of focus group research do provide the researcher with clear *direction and focus* for conducting further quantitative evaluations through survey. It can provide opportunities to pre-test questionnaire wording, measurement scales, or other elements of future survey design.

LSGAC

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FAX MESSAGE

FOR Mr Peter Feiden
 FAX # 001 - 202 - 962 3681
 From Eva Kardos
 Subject TQMn 2-day Follow-up Planning Meeting Report
 CC Mr George WILLIAMS, Dr Fred FISHER
 Date 3 April 1997

TQMn

YOU SHOULD RECEIVE 17 PAGE(S) INCLUDING THIS COVER SHEET
 IF YOU HAVE NOT RECEIVED ALL PAGES PLEASE CALL ABOVE NUMBERS

Dear Peter,

I'm very glad I could inform you again about the very good results of TQMn project implementation stage in Slovakia. The 2-day follow -up meeting was very successful, see the attached report, as well as my presentation on the conference of the City Managers Association had great success among the association members

Right now, I'm preparing with the trainers the 2nd workshop directly in the cities, which start next week. I'll be gone to Trnava, in order to be informed about the whole process of the workshop, as it is required if I want to prepare a good Slovak Case Study from this field

I'll inform you about the results of the 2nd workshop I hope I can share with you again just good news

Best wishes,


 Eva KARDOS
 Project Manager

REPORT
ON TOTAL QUALITY MAINTENANCE 2 - DAY FOLLOW-UP MEETING

SENEC, SLOVAKIA

March 14 - 15, 1997

Prepared for

U S Agency for International Development
Bureau for Europe and the New Independent States
Office of Environment, Energy, and Urban Development
Urban Development and Housing Division

By

Eva Kardos, LSGAC
Project Manager

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Washington, D C

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ii.

ABSTRACT

The Local Self-Government Assistance Center (LSGAC), Bratislava, Slovakia is developing and implementing, under the USAID financed project - Total Quality Maintenance, a training program in order to provide assistance to local governments in their efforts to bring greater managerial effectiveness and efficiency to the operation and maintenance of specific public services

Eva Kardos, Project Manager, LSGAC has been asked to manage the whole TQMn Training Program Implementation in Slovakia under the assistance of Ana Vasilache and Kristina Creosteanu, ICMA consultants, through the Foundation for Local Development and Public Services

Based on the project elaborated by Ana Vasilache, containing a proposed process for the TQMn Program Implementation, a *2-day follow-up meeting* has been held, in February 14 -15, 1997, in Senec, Slovakia. The objective of the meeting was to monitor the process of action plan realization in the cities, to plan possible changes in action plans and to plan the 2nd workshop in cities

The present report gives information on the 2-day follow-up meeting preparation and process and provides conclusions for the City Interventions

EXECUTIVE SUMMARY

The Local Self-Government Assistance Center (LSGAC), Bratislava, Slovakia is developing and implementing training programs, under USAID financed project, for the capacity building of local governments

The Total Quality Maintenance (TQMn) Training Program is focused on the management improvement of the operation and maintenance functions of public services which are under the responsibilities of local governments. The translated manuals written by Dr. Fred Fisher and David Tees, published by UNCHS (Habitat), are used as training materials together with additional handouts developed for Slovak needs and prepared by project trainers.

After the first planning meeting held in September 16, 1996 in Poprad, Slovakia, Ana Vasilache (FDLSP), ICMA consultant, developed the project proposal containing the necessary follow-up steps for the TQMn program implementation in Slovakia.

The project has been approved and the Second Planning Meeting was held between November 18-21, 1996 in Stara Tura, Slovakia. During the meeting the TQMn Training Program overall design was developed (to be focused on street cleaning and road maintenance), the follow-up actions necessary to the successful implementation of the project were agreed and the responsibility distribution of the next steps was discussed. On the base of these decisions the Third Project Planning Meeting was held in January 19, 1997, in Bratislava (LSGAC Office), Slovakia, where the 1st TQMn workshop had been planned. The 1st TQMn workshop was held between February 7-15, 1997 in Senec, Slovakia.

As a next steps in the TQMn project implementation in Slovakia a 2-day follow-up meeting was organized in order to get feedback from the participants of the 1st workshop about the stage of action plan implementation in cities. The participant teams were composed by local government representatives, elected officials and civil servants from City Halls and representatives of public service companies.

The program had three parts:

- **Planning of the 2-day Follow-up meeting (March 14, 8:30 - 12:00 A.M.)**
Concerning the preparation of workshop agenda, the program details, the logistics and the handouts.
- **Plenary Session Presentations on stages of Action Plans implementations**
Concerning the Participants' Assignment for 2-day Follow-up meeting.
- **Planning of the 2nd TQMn workshops in participating cities**
Concerning the Participants' Assignment for 2-day Follow-up meeting.

**Report on the 2-day Follow-up Meeting on TQMn Training Program
implementation in Slovakia**

I INTRODUCTION

The TQMn Training Program aims to improve the quality of the public works that are under the local governments responsibility, focusing on the operation and maintenance functions

The Training Program offers for an opportunity for the elected officials, executive staff of the City Halls and private or state owned public service companies representatives to share experience and to develop joint programs in order to serve better their communities

During the 1st TQMn workshop the participants, working in teams, got new information , knowledge and skills on how to run a competitive public works, operate and maintain it and, monitor its results The workshop offered new approaches on problem identification and problem solving, strategic planning, action planning and monitoring system development. Each team prepared its action plan based on the real problem from the field of operation and maintenance of the city

A 2-day Follow-up Meeting was organized in March 14 -15, 1997, in Senec, Slovakia in order to get information from participants about the stage of action plans (developed during the 1st TQMn workshop) and to plan further interventions in their local governments

For this program implementation the following organizations have cooperated Local Self-Government Assistance Center (LSGAC), Association for Management Training and Development (AMTD), Foundation for Training in Self Governments in SR (FTSG)

II THE WORKSHOP PROCESS

II.1 The 2-day Follow-up Meeting preparation

Before the official opening , on March 14, 1997, the LSGAC project manager organized a meeting with the objective to debrief the trainers about the results of evaluation forms from the 1st TQMn workshop, about the actions undertaken by the participants after the first workshop, and to prepare the 2-day Follow-up Meeting in detail

The LSGAC project manager, based on her research conducted two weeks after the first workshop, presented the following results achieved by participating teams during the action plan implementation period

- All of the cities involved in the project had done well in presenting their action plans to other employees of the City Halls and stakeholders. The teams were able to persuade their colleagues to support them in the action plan implementation process
- Behind the implementation activities in particular cities, inter-city visits were undertaken by the participating cities. The Trnava team visited Nove Zamky, the team from Senec went to Trnava and Michalovce {on the way to the 2-day planning workshop} stopped in the City Hall of Nove Zamky

Dr. Fred Fisher briefed the trainers about the future of the whole project in Slovakia. Since the TQMn Training Program will continue in SR up to the year 1999, the decision of writing a Case Study about the implementation phase in Slovakia was made by the project management and the trainers. The selected city the Case Study should be written about is Trnava. The LSGAC project manager, together with the trainers of Trnava team, will prepare the Case Study. LSGAC will be responsible for printing of brochure and distributing it with the other corrected manuals to the future TQMn workshop participants.

During the meeting the evaluation forms for the first training impact evaluation were also discussed and modified, the process of manuals correction were agreed and the detailed plan for the 2-day meeting was developed.

The Foundation for Self-Governments in SR representative took the responsibility for providing technical support to the participants and trainers. Working rooms, plenary session room and the learning environment design remained the same as during the 1st TQMn workshop. The trainers agreed on the following general frame for the working session (including breaks)

8 30 - 12 30 - Morning Session, 14 00 - 17 30 - Afternoon Session

II 2 Plenary Session Presentations on stages of Action Plans implementations (March 14,1997)

After the official opening of the 2-day follow-up planning meeting, which was held by LSGAC project manager, the participants were debriefed about the detailed program of the 2-day planning session. Then the teams went to their workshop-rooms in order to prepare the presentation about the stages of action plan realization in cities, based on Participants' Assignment to the 2-day Follow-up meeting (see Attachment 1)

During the presentations the teams at first introduced their action plans prepared during the 1st TQMn workshop, detailed the changes in the original action plan, specifying who made those changes and why

The teams also described which steps they were able to implement from the action plan, which were the supportive forces and which kind of barriers did they have during the implementation process. The teams, on the base of the Participants' Assignment, also presented their proposal for action plan implementation in the period after the 2-day planning until the 2nd workshop in cities. The team presentations were based on the written reports prepared by each city before the 2-day Follow-up meeting (see Attachment 2). After each team-presentation the participants had a chance to discuss the issues regarding the implementation process in each city

After dinner the teams continued to work in small teams in order to discuss and prepare a draft plan for the 2nd workshop in cities. During the small group work, the participants filled in the questionnaire for 1st Training Impact Evaluation.

II 3 Plenary Session Presentations on stages of Action Plans implementations

II 3 A - Plenary Session Presentations

The main objective of the 2nd day of the meeting was to prepare a detailed plan for 2nd workshop in cities. After the plenary session, where the aims of the 2nd workshop, the development of the workshop structure and the possible activities and roles of trainers during the workshop were discussed, the teams prepared their plans for the 2nd workshop in small groups

During the afternoon plenary session the teams presented their plans for the City Interventions, on the basis of a prepared written program (see Attachment 3). The teams presented their imaginations and expectations, the aims and objectives, the role of trainers from the participants' perspectives, the length and dates of the 2nd TQMn workshop in cities

After the plenary session presentation the teams went back to debrief the 2-day meeting in small groups

- More promotion of the project would be helpful in the Municipal Newspaper (Obecne noviny)

III. CONCLUSION

The objectives of the meeting were achieved

- everybody had a chance to get informed in detail about the action plan implementation process in each city
- all of the changes in the original action plans were presented
- a detailed plan for the City Interventions in each city were elaborated
- the decision about the preparation of a Slovak Case Study about the city of Trnava was made and accepted by the Trnava team
- the manual correction was done by participants with recommendation for future training programs

Follow-up Actions

The 2nd TQMn workshop in cities will be conducted during the week between April 6 - 11, 1997 (the detailed program for each City Intervention is enclosed to the report as Attachment 3) The LSGAC Project Manager together with Dr Fred Fisher, Ana Vasilache and Kristina Creosteanu - ICMA Consultants will visit the City Interventions and provide further information in form of written report about the development of TQMn project implementation process in Slovakia

WRITTEN REPORT ABOUT THE STAGE OF ACTION PLAN IMPLEMENTATION IN KEZMAROK

1 The action plan prepared during the 1st TQMn workshop

AIM Cleaning of city roads based on detailed harmonogram

STRATEGY Contract it out to the supplier based on the results of Public Tendering

Specific Tasks	Criteria	Resp pers	Length	Deadline
Fact finding for preparation of Public Tendering	All info about roads & maintenance deadlines	Head of Dev Dep	15 days	March 15 '97
Evaluation of info	Correctness of info	Head of Dev Dep	5 days	March 20, '97
Preparation of conditions for public tendering	Analysis of conditions by a lawyer	Lawyer	5 days	March 25, '97
Announcing public tendering	Volume of the Municipal Newspaper	Head of Dev Dep	26 days	April 20, '97
Establishing the Evaluation Committee of PT	Contracts	City Manager	1 day	May 5, '97
Evaluation of PT	Minutes from the Committee meeting	City Mng, Head of the Committee	7 days	June 7, '97
Announcement of the results	Reports	Head of Dev Dep	15 days	June 22, '97
Contractual agreement with the winner	the contract	City Mng	8 days	June 30 '97

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The above described Action Plan is not changed and the implementation process is conducted step by step on the base of this plan

2 Supportive forces

- information - we obtained all of the necessary information from the PS company
- helpfulness - from the side of PS company employees and those working in the Ministry of Economic Development
- the interest of City Hall employees
- the common interest to approve, that this system works

3 Barriers

- this work is without the participants work description

4 Plans for action plan realization between March 15 and April 7, 1997

Evaluate the Public Tendering and whether sign the contract or continue in tendering

KEZMAROK, March 13, 1997

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KEZMAROK - PROGRAM OF THE 2ND WORKSHOP

DATE: April 7-9, 1997

AIM Create circumstances for quality control of cleaning and maintaining public streets and roads

- OBJECTIVES**
- 1 Learn to use the methodologies regarding how to deal with stakeholders, learned on the 1st TQMn W
 - 2 Develop the concepts and time schedule for processing the monitoring system
 - 3 development of rules for communication of participating subjects accordance to the elaborated monitoring system

Activity	Venue	Inputs	Outputs	Res p	Part	Time	Resources
<u>April 7, 1997</u> Review of activities	PS	Report		Branco	We 5	8 30-9 30	
Opening session with stakeholders	PS	Corresp		Jano, Magda	We+Them	9 30-10 30	
training about methods from the 1 st TQMn w	PS			Branco Magda	All of us	10 30-12 00	
Review of the stage of public streets in the city				Jano	T+PS empl		
<u>April 8, 1997.</u> lecture the current monitoring system	PS	Mat , Present			T+PS empl	8 00-9 00	
Collecting data about the opinions of stakeholders	3	meeting Reserv		Magda, Branco	T+SH	9 00-12 00	
SWOT analysis and dev Of new monitoring system	CH			Stefan	We	13 30-15 30	

April 9, 1997

Documentation

CH

Marian

We+them

8 00 9 30

Presentation of results,
rules preparation

CH

Marian

We+them

9 30-11 30

Documentation

CH

Marian

We

13 00 14 30

Follow up planning

CH

Marian

We

14 30-15 30

04/07/97 08:00

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MICHALOVCE - PROGRAM OF THE 2ND WORKSHOP

DATE April 8 - 11 , 1997

AIM Common solution for problem regarding parking spaces in the town up to December, 1998

- OBJECTIVES**
- 1 , Analysis of the parking system in the center of the town
 - 2 , Application of the process of problem solving by the participants of the 1st workshop
 - 3 , Use the same problem solving technique by al of the employees of the City Hall

Activity	Venue	Inputs	Outputs	Resp. P	Part	Time	Resources
<u>April 8, 1997</u> Review of activities	City Hall	Concepts & Strategies	Manuals of the 1 st w	Rado	We	9 10 A M	Manuals, slides FCH
Introductory words	City Hall			Gabo	We+Them	10-10 30A M	
Lecture for the new part about the processes & methods	City Hall	Concepts & Strategies	Manuals of the 1 st w	Rado, Gabo	We+Them	10 30- 4P M	
<u>April 9, 1997</u> Problem solving by the prepared plan	City Hall	Pre-W Ass		Gabo	We+Them	9A M -4P M	Manuals, slides FCH
<u>April 10, 1997</u> Action plan preparation	City Hall	Pre-W Ass	Action Plan	Duro	We+Them	9A M -4P M	manuals, slides FCH
<u>April 11, 1997</u> Action plan preparation Press Conference	City Hall City Hall	Pre-W Ass Action Plan	Action Plan Information	Duro We	We+Them We+Them Press	9 11A M 11-12A M	manuals slides

17/00

LSGAC
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PROPOSED SCOPE OF WORK
for
DEVELOPING AND FIELD TESTING A SERIES OF
LOCAL GOVERNMENT FINANCIAL MANAGEMENT
TRAINING MATERIALS

I Background

This proposed scope of work (SOW) is designed to continue the efforts that have been initiated under previous SOWs to develop an in-service financial management training capacity to serve the needs of local governments in Slovakia. The mandate for the proposed efforts is the implementation of USAID's Intermediate Result 2 3 1 1 **Improved In-service Training Capacity**, one of several key program activities designed to support more effective, responsive and accountable local government in Slovakia. The proposed scope of work is based on several fundamental assumptions and operating strategies about the process of improving in-service training capacity through external technical assistance

The overall strategy involves five interrelated components (1) a client-centered, demand driven approach to the assessment of training and development needs, (2) training materials that respond to known needs among a critical mass of participants large enough to warrant the development and replication of training modules, (3) a cadre of individuals who have demonstrated competencies in the subject matter being delivered and skills in planning and implementing experiential learning events, (4) a training management capacity that provides efficient and effective planning, implementation and evaluation of services rendered to clients, and, (5) a capacity and strategy for replenishing materials and training competencies as needs change and trainers move into other duties and responsibilities

With so much effort already expended to address local government financial management (LGF) training needs in the region and elsewhere, it is appropriate to ask "why this project?" It is driven by two fundamental concerns. First, most efforts in this field have been piecemeal, most, if not all, addressing individual components of the overall system that defines effective and efficient financial management within local

governments While these efforts will not be ignored in the drafting of new materials under this project, the quality and styles of these individuals efforts makes it almost impossible to integrate them into a cohesive and coherent series that can be translated into local languages for use by local trainers and public officials Secondly, this project will not only focus on providing a comprehensive perspective and treatment of LGFM, it will provide the materials in a format designed to facilitate local use by local trainers with no additional technical assistance required after the initial field tests and training of trainers. To reiterate, the project will take a comprehensive perspective by addressing the major functions and competencies required in a local government financial management system, deal with the necessary integration of these functions into a cohesive operational strategy, and, provide discrete but interrelated training packages on each function, including "how to" manuals and training designs to facilitate group learning. Each manual and accompanying training materials will be organized and designed in the same way to make them more user friendly for financial practitioners and trainers

Activities to Date

Several activities have already been implemented by LSGAC and Slovak institutions to build a local government financial management training capacity in Slovakia (based on the overall strategy just outlined) These include

- (1) collaborating with local government finance officers and the Foundation for Training in Self Government to design a training needs assessment (TNA) questionnaire,
- (2) conducting a survey of all Slovak municipalities over 5,000 population (n=136) to determine their assessment of financial management training needs from the perspective of five different local government roles (mayor, chief finance officer, city manager equivalent, chairperson of council finance committee and operating department head) Over 170 questionnaires were returned (a 25% response which is phenomenal based on previous USAID related client surveys with local governments in Slovakia),
- (3) determining the financial management functions to be covered by the training series and establishing priorities for LGFM training in Slovakia, based, in large measure, on the results of the survey outlined in task 2,
- (4) carrying out an intensive four day planning work session to determine how the LGFM series should be structured and presented, the content of each module (manual), the type of training process required to facilitate learning of key ideas and skills, the sequence in which the modules should be delivered, who should be trained in each function / activity, and how the workload will be distributed to carry out the development phase,

(5) planning an initial workshop on financial policies with elected officials and other key local officials and a separate work session with finance officers to review the training outlines and design recommendations from the planning work session. The workshop on fiscal policies will be held in Poprad on 13 June followed by the training design review on 14 June. Eleven local government teams of officials have been invited, including the Mayor, Chairperson of the Council Finance Committee, and Chief Finance Officer. This workshop will be followed by a one day work session involving nearly all of the participants in the policy workshop.

The following SOW is based on the activities outlined above. Given the speed with which these activities have been conducted, the paper trail is still being produced. For example, the preliminary results of the training needs assessment survey were available for consideration during the Texas planning sessions and proved valuable in setting the agenda. Nevertheless, the final analysis of the data from the survey and report writing is still in progress. We have requested the local consultant, who is preparing the report, to include the returns that arrived after the planning session and to provide additional analysis based on role responsibilities.

The fiscal policies workshop is scheduled a few days after the writing of this document and will be covered in a separate report. Before delving into the details of the work to be performed from this point on, it is important to emphasize the role local officials and organizations are playing in the development of these materials. LSGAC has involved a wide range of local individuals and local government institutions in the planning efforts thus far, including: development of the training needs assessment (TNA) questionnaire working with several local finance officers, initial efforts to help local finance officers establish a professional association, contracting out the analysis of the TNA survey data and report writing to a local private researcher/consultant, a collaborative planning effort involving five Slovak finance and training specialists from five different local government affiliated organizations, and, presentation of the planning results by these professionals to a group of local officials for feedback and possible revisions prior to further development of the materials (including a nation wide mix of mayors, council finance committee chairpersons and chief finance officers). This close collaboration will continue throughout the developmental phases of the project and is reflected in the following scopes of work for individual consultants.

Goal and Objectives

The goal of this phase of the local government financial management training project is to develop, translate into Slovak, field test and publish training packages (how-to manuals and skill development learning designs) covering as many as fourteen functions and tasks associated with an integrated local government financial management program or system (e.g. cash management, performance indicators, operating and capital budgeting; financial condition assessment).

Objectives include

- developing initial drafts of training materials for each LGFM component/task (to be referred to as *modules* from this point on) based on the outline, format, schedule and design criteria agreed upon by the Arlington, Texas planning group,
- translating each training module into Slovak upon completion of the first draft and reviewing its content and training process prior to field testing (with possible revisions based on the review),
- field testing each module and training local trainers to conduct future training workshops (based on conditions similar to those expected when the program is fully institutionalized by the appropriate training and professional organizations),
- revising and finalizing the modules based on field tests and feedback from trainers, training participants and financial specialists,
- carrying out final editing and linguistic review in Slovak language prior to publication,
- preparing final layout, graphic designs and camera ready copies for printing;
- printing of participant and trainer materials, and,
- providing technical and financial assistance (on an agreed upon diminishing basis) in the implementation of an on-going schedule of regional financial management skill development workshops for Slovak local governments

Methodology of Implementation

The methodology required to implement these objectives is inherent in the objective statements listed above but some explanation is needed to understand how certain decisions were made. Jack Matzer, who is comprehensively knowledgeable about local government financial management, was asked to describe from his experience and perspective a conceptual framework (or map) that identified the major components and tasks required of a local government financial management system if it is to operate effectively and efficiently, and to identify the operational linkages that are needed between and among the various sub-system components. From this schematic and accompanying notes, we developed a draft questionnaire (based in large measure on the Matzer model) to provide feedback from the 136 local governments over 5,000 population in Slovakia (the primary client base for LGFM training). The questionnaire was reviewed by three local government chief finance officers. They made significant contributions to the final survey document, including additional tasks and functions they believed should be included in future training plans.

The survey went to five elected and appointed officials in each of those local governments and they were asked to assess (1) the current level of effectiveness in their organization's implementation of each function and task, and, (2) the level of training needed within their organization in relation to each function and task. Finally, each official was asked to review the 24 functions and tasks included in the survey and list the five they believed should be given the highest priority in developing financial management training materials for local governments in Slovakia. By the time the

Since Tees and Win Evans live in the same metropolitan area, they are expected to work closely together on the training designs of each module. Win's role will be to consult with David on the financial inputs of each learning design. Each author is also expected to work closely with David in providing input and feedback on training designs. Both financial content and learning design outputs will be monitored and supported through efforts of the LSGAC staff. Overall editing of the series will be the responsibility of Jack Matzer. Each module will be reviewed by Matzer and Tees before field testing to assure soundness of content materials and consistency of format and writing style. While some variation from module to module is expected and tolerable, it is important for the Series to convey uniformity of style and a sense of cohesion.

Upon completion of the first draft of each module (including training design), the product will be translated by LSGAC into Slovak, reviewed by a small team of Slovak financial management professionals and field tested with a group of local government financial specialists. To conserve valuable resources, both financial and human, efforts will be made to combine the field tests of specific modules developed by the same author. It is expected that the financial specialist who wrote the content part of each module will be involved in the field test of that module. It is less important for Tees to be physically present given the training capacity within LSGAC and the larger Slovak community. Each field test is expected to produce opportunities for improvements in both content and training design which may require certain modifications before finalizing each product.

One final caveat: while there are multiple training clients who are expected to benefit from these materials, the primary audience will be the local government financial management staff. Each module will be written initially with this audience in mind. After all modules are produced and field tested, it is expected they will be reviewed to determine what, from each module, is appropriate for learning by other local officials (mayors, chairpersons of council finance committees, directors of line agencies). Because the level of financial understanding and competency required of local officials varies widely from role to role, it would be inefficient and unproductive to attempt to address various role learning needs in the initial writing of each module.

Deliverables, Resource Requirements and Production Timetables

The following includes the content outlines developed by the planning team for each module, the person(s) responsible for each module and a completion date for the delivery of the first draft to LSGAC. Because the level of effort in producing each module will vary based on the complexity of the subject matter and the need to research past practices (particularly as they relate to Slovakia and the region) it is impossible at this time to assign a specific level of effort to each. Some will require more time than others to produce. Given this, the resource persons and LSGAC staff agreed upon a norm of 15-18 days for writing the content materials and 10-12 for design of learning events. Given the need to work closely with Slovak counterparts to assure congruence with local conditions, practices and training needs, it is difficult to predict with precision the resources required to produce each module. With these concerns in mind, here is the

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content, lead person responsible and initial time table for producing each module in the Series They are presented, to the extent possible, in the order of priority recommended by the Slovak members of the planning team (some priorities have been altered somewhat to reflect consultant availability and other constraints) The Slovak team's priorities for developing the materials are

BLOCK 1

- 1) Financial Planning/Policies
- 2) Financial Condition Analysis
- 3) Fiscal Policies
- 4) Citizen Participation

BLOCK 2

- 1) Budget Operations
- 2) Capital Programming/Financing
- 3) Debt Management
- 4) Revenue Generation/Cost Containment
- 5) Cash Management

BLOCK 3

- 1) Financial Management Information Systems (FMIS)
- 2) Proposal Preparation and Evaluation

BLOCK 4

- 1) Performance Measurement
- 2) Purchasing
- 3) Property/Fixed Asset Management

1 Subject: Fiscal Policies

Primary Responsibility for Content Jack Matzer

Priority 1 3

Final Draft Due Date 1 Sep 1996

OUTLINE CONTENT

This module is partially written and will be field tested on 13 June in Poprad with teams from 11 Slovak local governments This module should provide the template for follow-up modules although the training design will be simpler (based on the level of understanding and skills required to develop policy statements)

2. Subject: Financial Management Information Systems (FMIS)

[This subject or module is substantially different from the others since it depends in large measure on the current state of the accounting software availability and application being used by Slovak municipalities. The topic evoked long discussions between the Slovak and American finance specialists during the planning sessions in an attempt to understand and appreciate the current state of software technology available, in use and the potential for improvement. While there may be opportunities to work with one of the international accounting firms in developing an integrated financial system that would satisfy informational needs of different users, it was decided by the planning team to explore the current state of software development and use in Slovakia before pursuing this subject further. Since FMIS (based on accounting principles and practices) is directly tied to the success of developing a financial condition analysis methodology for Slovak municipalities, Sandy Groves will work on both subjects building on the current state of the standard accounting package now in use by most larger Slovak municipalities. Luba Vavrova will be the link between Groves and the IVES, the local firm, based in Kosice that developed the current accounting software package]

Primary Responsibility for Content Sandy Groves, Luba Vavrova (Eva Balazova and Dr Palikova can provide assistance in the initial contacts with IVES)

Priority 3 1

First Draft Due Date 1 Oct 1996 for finalizing discussion with Slovak software providers who have developed the principle software package currently in use by local governments in Slovakia [to be coordinated with Groves' efforts to develop the module on **Financial Condition Indicators**] Groves is available to come to Slovakia in late September 1996 to work with a team of Slovak local government finance managers to develop the financial indicators. He will be in earlier contact with IVES and others to be briefed on the accounting system now in operation in the larger local authorities.

OUTLINE CONTENT

Discussion There may be a need for training or further technical development of a Slovakian-specific accounting system to further develop an integrated financial management information system for Slovak local governments. The computerized software systems currently in use for budgeting, accounting and financial reporting are sophisticated but may not be fully integrated to the extent required to serve the multiple information needs of a comprehensive financial management process. The ideal would be an integrated financial management system that links budgeting, accounting, financial reporting, and performance measurement. Since American accounting systems are not fully compatible with Slovak procedures and norms, it will require research into the

differences and how the American experience in developing integrated information systems can be used most effectively in providing assistance. Further software development may be necessary before any training effort can be undertaken on integrated financial information systems

3. Subject. Financial Planning/Policies

Primary Responsibility for Content Win Evans

Priority 1 1

First Draft Due Date 15 Oct 1996

OUTLINE CONTENT

- I Definitions
- II Benefits (includes policy implications)
 - A Uses in financial decision making
 - B Development of alternative decision strategies
- III Organizing for Financial Planning
 - A Key players
 - B Approach (chief financial officers, committee, elected officials, public participation)
 - C Information requirements
 - Historical
 - 1 Current economic data
 - 2 Future forecasts
 - D Resources (equipment, personnel, information)
 - E Management and political support
- IV Types of Financial Planning
 - A Short Term 0-1 yr
 - B Mid Term 3-5 yrs
 - C Long Term 10+ yrs
- V Methods of Forecasting (include assumptions)
 - A Revenue Forecasting
 - 1 Expert or best judgment
 - 2 Trend lines
 - 3 Deterministic
 - 4 Econometric
 - 5 Model building
 - B Expenditure Forecasting (mandated by law, council endorsed, capital program, O & M costs, contracts, etc)
 - 1 Trend lines

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- 2 Deterministic
- 3 Assumptions
- VI Linkages to Other Planning Efforts
- VII Obstacles and Limitations
- VIII Repeat 2 with Emphasis on Specific Examples, Case Studies, etc
- IX Monitoring and Evaluation
- X Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

4 Subject Purchasing Policies and Procedures and Contract Administration

Primary Responsibility for Content: Alistair Law

Priority: 4.2

First Draft Due Date: 15 Oct. 1996 (Fisher will confirm with Law)

[The following outline was received by LSGAC directly which explains the slight variation in outline format used by the author. In discussions with Alistair, he indicated his willingness to work within the format designed and agreed upon by the planning group. Jack Matzer will be in touch with Alistair Law to brief him on the standard format to be used.]

OUTLINE CONTENT

- I Definitions
- II Public Procurement
 - A Current Legislation
 - B International Trade Agreements
 - C Multi-lateral and Bi-lateral AID Agencies
- III Procurement Procedures
 - A Procurement Planning and Requirements
 - B Advertising, Procurement Notices
 - C Pre-qualification of Suppliers and Contractors
 - D Preparation of Bidding Documents
 - 1 Goods
 - 2 Works
 - 3 Services
 - E Development of Specifications, Scopes of Work, Establishing Standards
 - F Invitations to Bid
 - G Communications During the Bidding Process
 - H Receipt of Bids
 - I Bid Evaluation
 - J Notification and Award

- K. Bid Disputes
- L. Conditions of Contract
- M. Performance Guarantees
- N Insurance
- O Signing Contracts
- P Notice to Proceed
- Q Records of Procurement Process

III Contract Administration

- A. Project Files and Records
- B Reporting Procedures
- C Payments and Retainage
- D Quality Control/ Quality Assurance
- E Performance Evaluation and Remedies
- F Changes in Scope
- G Submittals
- H Disputes and Claims
- I Hand-overs/ Take-overs
- J Settlement of Accounts
- K. Contract Close-out

IV Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

The initial writing of this module will be carried out under a separate contract with ANADAC, Law's organization. USAID will provide guidance on further development including field testing.

5. Subject: Revenue Maximization/Generation and Cost Containment

Primary Responsibility for Content: Maureen Godsey Valente

Priority 2 4

First Draft Due Date 1 Nov 1996 (to be confirmed with Maureen and David Tees)

OUTLINE CONTENT

- I Definitions
- II Revenue Maximization (Existing Revenues)
 - A. Definitions/identification of revenue base sources (create manual) and legal restrictions
 - B Revenue surveys of other cities
 - C Non-traditional sources identification/legal authority - existing/new

- D Compliance audit/aging accounts
- E Establish rates and levels
- F Cost recovery (full/partial)
- G Tax generation
- H Collection techniques
- I Internal controls (cash) (reporting)
- J Valuation/basis of revenue
- K Grants
- L Public/private partnerships
- M Sources of information
- III Cost Containment
 - A Automation of "Expenditure To Date Transaction Detail"/budgetary control
 - B Reengineering/management analysis
 - 1 Overhead analysis
 - 2 Economies of scale
 - 3 Automation (service delivery & information systems)
 - 4 Capital intensification/technology
 - 5 Staffing analysis (levels/ratios/etc)
 - C Alternative service deliveries
 - 1 Contracting out
 - 2 Service consolidation
 - 3 Intergovernmental arrangements
 - 4 Public/private partnerships
 - 5 Privatization
 - D Other
 - 1 Cost avoidance
 - 2 Cost reduction
 - 3 Cost effectiveness
 - 4 Life cycle costing
 - 5 Value analysis
 - E Productivity improvement
 - 1 Technology
 - 2 Training
 - 3 Incentives/employee relations/involvement
 - 4 Job redesign
 - 5 Alternative work schedules
 - 6 Organizational analysis/redesign
 - F Management audits/improvements
 - G Sources of information
 - H Obstacles and limitations
- IV Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

6. Subject: Financial Condition Analysis

Primary Responsibility for Content. Sandy Groves, building on the Czech model Eva Balazova and Dr Palikova will contact their Czech counterparts for information on development and implementation of this analytical tool Luba and Sona will take responsibility for identifying an English-speaking software specialist from IVES (the local government financial package software development firm) See Subject: FMIS for more details on Sandy's role and efforts to tie the two tasks together

Priority 1 2

First Draft Due Date 15 Nov 1996

OUTLINE CONTENT

The ICMA model of financial condition indicators has been adapted for use in the Czech Republic public sector The experience in the Czech Republic will be assessed before any decision is made to proceed independently with adaptation of the model for use by Slovak local governments Steps toward this decision involve

- (1) discussions by Jack Matzer and Sandy Groves with Thomas Abrams, the consultant on the Czech adaptation of the model (through an Urban Institute contract), and,
- (2) a meeting between a Slovak delegation and the officials in the Czech Republic who have been working with Abrams on the FCA adaptation. Both tasks should be completed by 15 July at the latest.

Questions for Abrams and Czech officials

- 1 How much adapting did you need to do with the ICMA model?
- 2 What types of statistical methodologies are included?
- 3 What barriers were there to using the process in the Czech Republic?
- 4 What benchmarks are being used and were readily applicable to the Czech environment?
- 5 Who has been trained? In what? How?

TRAINING DESIGN (to be developed based on content)

7 Subject Citizen Participation

Primary Responsibility for Content: Win Evans

Priority 14

First Draft Due Date 15 Nov 1996

[Note The inclusion of this module in the financial management training series evoked considerable discussion. All agreed that citizen involvement in many aspects of the financial management process is important in a free and open society, particularly interaction and communication regarding the development and approval of the annual operating budget. But, it is a topic of general interest to local governments, both from elected official and managerial perspectives. Given the need to address this issue in both the narrower context of LGFM and more broadly as a governance concern, it was decided to include it in this series. The team outlined the content of the module and asked Win Evans to undertake the writing responsibility (He has had direct experience in both aspects of citizen participation in his 20 years of experience with the City of Dallas, Texas, a leader in pioneering open and responsive citizen interaction.)

The planning group's decision to make this module a part of the financial management package although it is to be written from two different perspectives will involve a field test of the more general model treatment of the topic. This is to be done with the additional intent of infusing citizen participation into each financial management component (and module) as applicable. (Fisher will discuss development of the more general governance module with Dr. Tomasz Sudra, UNCHS (Habitat) to see if he is interested in making it a part of the Elected Leadership Series.)

OUTLINE CONTENT

- I Definitions
- II Benefits
- III Policies
 - A Types of participation
 - B Public information
 - C Open meetings
- IV Techniques (including "how to" suggestions)
 - A Public hearings
 - B Town hall meeting
 - C Citizen opinion/attitude surveys
 - D Focus groups
 - E Citizen committees/task forces
 - F Boards and commission
 - G Technology applications (cable television, Internet, etc.)
 - H Neighborhood boards/association

- I Neighborhood offices
- J Ombudsman
- K City hall open door program (accessibility)
- L Public information/education/popular reporting
- M Citizen service request office (complaints and suggestions)
- N Press relations
- V Obstacles/Limitations
- VI Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

8 Subject: Operating Budget

Primary Responsibility for Content. Sona Capkova and Ken Davey

Priority 2 1

First Draft Due Date the task, the due dates and possible cost sharing arrangements will be confirmed with authors before any further action will be taken.

OUTLINE CONTENT *(Based on the work already accomplished by Ms Capkova and Mr Davey)*

- I Definitions
- II Role
- III Periods
 - A. Multiyear forecasting
- IV Forms
 - A. Simple
 - B. Matrix
 - C. Compound
- V Process
 - A. Proposals
 - B. Negotiations
 - C. Preparation
 - D. Approval
 - E. Citizen participation
- VI Current and Capital Budget
 - A. Pros and cons of separate budgets
 - B. Capital budget revenue
- VII Revenue Estimation
 - A. Revenue structure
 - B. Expanding revenue base
- VIII Expenditure Estimation
- IX. Methods

- A. Cost containment
- X. Reserves
- XI. Balancing Budget
- XII. Budgetary Control
- XIII. Out-budgetary Funds
- XIV. Annual Report
- XV. Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

9 Subject Proposal Preparation and Evaluation

[This two part module was requested by the Slovak team that worked on developing the training needs assessment survey questionnaire and the need was confirmed in the responses to the survey. Because both activities (preparing proposals for external assistance and internal funding and responding to other community based organization's requests for funding) directly affect the financial condition of the local authority, the team was unanimous in its support for including them in the series]

Primary Responsibility for Content. Maureen Godsey Valente

Priority 3 2

First Draft Due Date 15 Dec 1996 (to be confirmed with Maureen)

OUTLINE CONTENT

PART I: Grants Proposal and Review

- I. Definitions
- II. Benefits
- III. Policies
- IV. Sources of Information
 - A. Direct sources - directories
 - B. Published sources
 - C. Mailing lists (non-profits, government agencies, corporations, banks, etc)
- V. Organizing for Proposal
 - A. Who's responsible (centralized/decentralized/both)
 - B. Training in proposal writing/grant getting
 - C. Skills of personnel
 - D. Identify key people or team/committee
 - E. Review grant requirements/develop strategies
 - 1. Published requests
 - 2. Unsolicited opportunities

- a) Identify grantor
 - b) Educate
 - c) Create the process/conditions for grant selection
 - 3 Strategies (for both published and unsolicited)
 - a) Pre-application
 - (1) Identify grantor priorities
 - (2) Identify decision maker
 - (a) Identify grantor selection
 - b) Post-application
 - (a) Follow-up
 - (b) Lobbying
- VI. Proposal Writing
- A. Summary
 - B. Statement of purpose/objectives
 - C. Description of proposal
 - D. Management plan
 - 1 Credentials
 - 2 Track record
 - 3 Contribution (hard/soft, past/future)
 - 4 Outcomes, interim products
 - 5 Budget (including matching requirements)
 - 6 Evaluations
 - a) Interim
 - b) Final
- 6 4 7 Style of writing to grantor's expectation
- VII Review and Approval
- VIII Grants Administration
- A. Financial
 - 1 Draw downs
 - 2 Monitoring
 - 3 Reporting
 - 4 Audit
- IX. Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

Part II Economic Analysis (Evaluating Funding Requests)

- I Definitions
- II Benefits
- III Policies
- IV Type of Proposal
 - A. Provision of services (how different, why significant)
 - B. Economic development
- V Evaluation Issues and Techniques
 - A. Scope of services/measure, define, time frames

- B Unit cost
- C Hard and soft dollar contributions of proposer (risk assumed by proposer)
- D Subsidies requested from city
- E Experience of proposer (past successes)
- F Revenues/returns to the city
- G Costs/rates to the public
- H Rates of return to proposer
- I Contractual controls for city over output, rates, quality, etc (protections for city)
- J Third party guarantees of proposer's performance (lines of credit, property insurance, etc)
- K Review of audited financial statements of proposer's business entity
- L Adequacy of proposer's physical plant (equipment, buildings, land, etc)
- M Comparison to experiences of other cities for similar proposal
- N Proposer's experience with other cities or public entities with similar or other types of proposals
- O Competency of proposer s management staff
- P Comparison to what other proposers would offer (competition)
- Q Evaluation of proposer's marketing plan and analysis
- VI Strategies for Presenting Evaluation Results to Elected Officials for Decision Making
- VII Obstacles and Limitations
- VIII Case Studies and Examples (Slovakian)
- IX Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

10 Subject Capital Programming/Financing

Primary Responsibility for Content: Jack Matzer

Priority 2 2

First Draft Due Date 15 Dec 1996

OUTLINE CONTENT

- I Definitions
- II Benefits
- III Limitations
- IV Capital Policies
- V Priority Setting Methods
- VI Debt Capacity
- VII Period Covered - Rolling Year vs Fixed Year
- VIII Organization



- A Finance - Budget Office
- B Infrastructure Management Committee
- C Citizen Committee
- IX Citizen Participation
- X Calendar
- XI Condition Assessment
- XII Forms and Instructions
- XIII Feasibility Studies
- XIV Preparation
- XV Review
 - A Administrative
 - B Planning
 - C Engineering - Architectural
 - D Financial
- XVI Capital Financing Options
 - A Types
 - B Evaluation Criteria
- XVII Program Document (including narrative message explaining document in non-technical terms)
- XVIII Legislative Review
- XIX Monitoring
- XX Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

11 Subject Debt Management

Primary Responsibility for Content Win Evans

Priority 2 3

First Draft Due Date 15 Jan 1997

OUTLINE CONTENT

- I Definitions
- II Benefits
- III Policies
- IV Legal Issues
- V Types of Debt
 - A Short term
 - B Long term
 - C Creative
- VI Decision Methods of Debt Form
- VII Mechanics of Issuance

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- A Advisors
 - 1 Financial consultants
 - 2 Bond attorney
 - 3 Underwriters
 - 4 Trustee/paying agent
- B Official Statement
- C Publication
- D Methods
 - 1 Competitive bid
 - 2 Negotiation
 - 3 Selection processes of bank bid proposals
 - 4 Contractual relations wrth bank
- E Designing the Issue
- F Award
- VIII Credit Analysis
 - A. Factors considered in rating
- IX. Disclosure
- X. Administration
 - A. Debt service payments
 - B. Records and reports
- XI. Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

12 Subject Cash Management

Primary Responsibility Win Evans

Priority 2 5

First Draft Due Date 15 Feb 1997

OUTLINE CONTENT

- I Definitions
- II Benefits
- III Collection Techniques
- IV Disbursement Techniques
- V Internal Controls
- VI Bank Relations
 - A Selection
 - 1 Competitive bid
 - 2 Negotiation
 - 3 Bank Services
 - 4 Paying for Bank Services

- VII Investment
 - A Objectives
 - 1 Legality
 - 2 Safety
 - 3 Liquidity
 - 4 Yield
 - B Policy
 - C Selection of brokerage firm
 - D Securities investment
 - E Risk management
 - F Organization
 - G Cash flow analysis
 - H Types of authorized/suggested investments
 - I Reporting
 - J Evaluating Performance
- VIII Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

13 Subject Performance Measurement

Primary Responsibility for Content Jack Matzer

Priority 4 1

First Draft Due Date 1 Mar 1997

OUTLINE CONTENT

- I Definitions
- II Benefits
- III Policies
- IV Uses
 - A Financial management
 - B Service delivery and evaluation
 - C Performance management
 - D Policy making/decision making
- V Establishing Performance Measurement
 - A Goals and objectives
 - 1 Results oriented
 - 2 Measurable
 - 3 Responsibility linked
 - B Performance measures
 - 1 Types
 - 2 Demand

- 3 Workload
- 4 Efficiency
- 5 Effectiveness
- 6 Sample measures
- C Criteria for development
- D Measurement methods
 - 1 Citizen surveys
 - 2 Trained observers
 - 3 Work measurement
 - 4 Benchmarks
 - 5 Automation capture
 - 6 Department records
- E Reporting
 - 1 Formats
 - 2 Frequency
- F Monitoring
- VI Obstacles/Limitations
- VII Summary of Concepts and Key Ideas

TRAINING DESIGN (to be developed based on content)

14 Subject Fixed Asset Management

[Although this topic was seen by the planning group as part of the Capital Programming and Financing module, it is a much larger issue for many Slovak local governments. They are responsible for property management but few communities engage in capital programming and budgeting as experienced in market economies so the connection may represent a Western bias. Given this variance in the context of capital programming and property management from different cultural and governing perspectives, the author will attempt to resolve these differences in his interaction with Slovak officials prior to undertaking this assignment]

Primary Responsibility for Content. Jack Matzer

Priority 4 3

First Draft Due Date (to be determined)

OUTLINE CONTENT (to be determined)

TRAINING DESIGN (to be developed based on content)

**FINANCIAL MANAGEMENT TRAINING
TASK ASSIGNMENTS AND SCHEDULE**

SUBJECT	RESPONSIBILITY	DATE	LOE
1 Fiscal Policies	Matzer-text Tees-trg design	1 Sept 96	10* 5*
2 Finl Mgmt Info Systems	Groves	1 Oct 96	5** <i>OUT</i>
3 Financial Planning	Evans-text Tees-trg design Evans-fid test Matzer-editing	15 Oct 96	18 12 6*** 5
4 Purchasing/Contract Mgmt	Law Tees-trg design Matzer-editing	15 Oct 96	separate contract 6***** 6*****
5. Rev Generation/Cost Containment	Valente-text Tees-trg design Valente-fid test Matzer-editing	1 Nov 96	18 12 6 5
6 <u>Financial Condition Analysis</u>	Groves-text Tees-trg design Matzer-editing	15 Nov 96	15**** 5 3
7 Citizen Participation	Evans- text Tees-trg design Evans-fid test Matzer-editing	15 Nov 96	18 12 6 5
8 Operating Budget	Capkova-text Tees-trg design Capkova-fid test Matzer-editing	to be de- determ'd	? 15***** ? 8*****
9 Proposal Preparation and Evaluation	Valente-text Tees-trg design Valente-fid test Matzer-editing	15 Dec 96	20 15 6 6
10. Performance Measurement	Matzer-text Tees-trg design Matzer-fid test	15 Dec 96	18 12 6
11 Debt Management	Evans-text Tees-trg design	15 Jan 97	15 8

	Evan-fld test		6
	Matzer-editing		5
12. Cash Management	Evans-text	15 Feb 97	15
	Tees-trg design		6
	Evans-fld test		6
	Matzer-editing		4
13 Capital Programming / Financing	Matzer-text	15 March	18
	Tees-trg design	97	10
	Matzer-fld test		6
14 Fixed Asset Management	Matzer-text	to be	15
	Tees-trg design	determ'd	12

* Field test completed 13 June. Final writing and training design will become the standard format for series.

** This subject is tied to subject # 6; LOE for Groves reflected accordingly

*** Each LOE for field testing is based on the assumption that two modules would be field tested back to back when prepared by the same consultant or in conjunction with other regional assignments to minimize travel time and costs.

**** Tied to Subject/task # 2 and dependent on collection of information on current Slovak soft ware ststem used by local governments

***** LOE reflects need to harmonize text format and training designs with rest of series.

TOTAL LEVELS OF EFFORT BY CONSULTANT

Matzer. 1996 [⁷²~~72~~], 1997 [48] Total ~~120~~ 120

✓ Tees 1996 [94], 1997 [36] Total 130 (to be paid from UNCHS grant to LSGAC)

Evans. 1996 [63], 1997 [27] Total. 90

Groves 1996 [~~28~~] {30}

Valente. 1996 [50]

Capkova: undetermined at this time.

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INVITATION FOR THE CONFERENCE WITH INTERNATIONAL GUESTS

The position of self-government in the process of reforming public administration

October 22, 1996 - Nitra

October 23, 1996 - Spišská Nová Ves

Objectives of the Conference :

- Information sharing between representatives of municipalities of SR regarding the development of reform in public administration and the activity of ZMOS in this field
- Gain information for the members of ZMOS about potential possibilities and problems in transition of responsibilities from state jurisdiction to municipalities
- Organize discussions about the experiences regarding the practice of municipalities as responsibility holders in the states with traditional democracy and also about the advantages and potential problems linked with the approval of the European Charter of municipalities and the consequences of EU membership
- Support qualitative argumentation during achieving objectives of the ZMOS in the field of competencies against interested ministries as well as against members of the parliament in the specific election regions
- Positively effect the public concern about responsibility transition to the municipalities

International Guests :

Executive representatives of municipalities or state administration from England, France, Germany, Austria, Switzerland and from USA

Detailed information :

- Participants of the conference will get a published version of speeches delivered during the conference with the more detailed information from the discussed topic
- The speeches going to be interpreted simultaneously
- Mayors and city managers are going to be asked to fill in a questionnaire regarding their views to the process of transition.

The Program of the Conference

- 8:30** - presentation (obtaining newspaper, technical equipment, questionnaire)
- 9:30** - Opening Ceremony
- 9:35** - Competencies of municipalities in SR Development and precautions of ZMOS in their movement from the state administration - Michael Sykora director of ZMOS
- 10:00** - Functions of self-governments in the European Union - prof K Davey, Institute of Local Government Studies University of Birmingham
- 10:25** - Principles of self-government in Austria - prof H Neuhofer
- 10:50** - Switzerland, a country with continuous and traditional municipal democracy
- 11:15** - coffee break
- 11:30** - Transformation of municipalities in France (decentralization)
- 11:55** - The German model of self-government
- 12:20** - The condition of local democracy in the USA - W Hansell, director of ICMA, Washington

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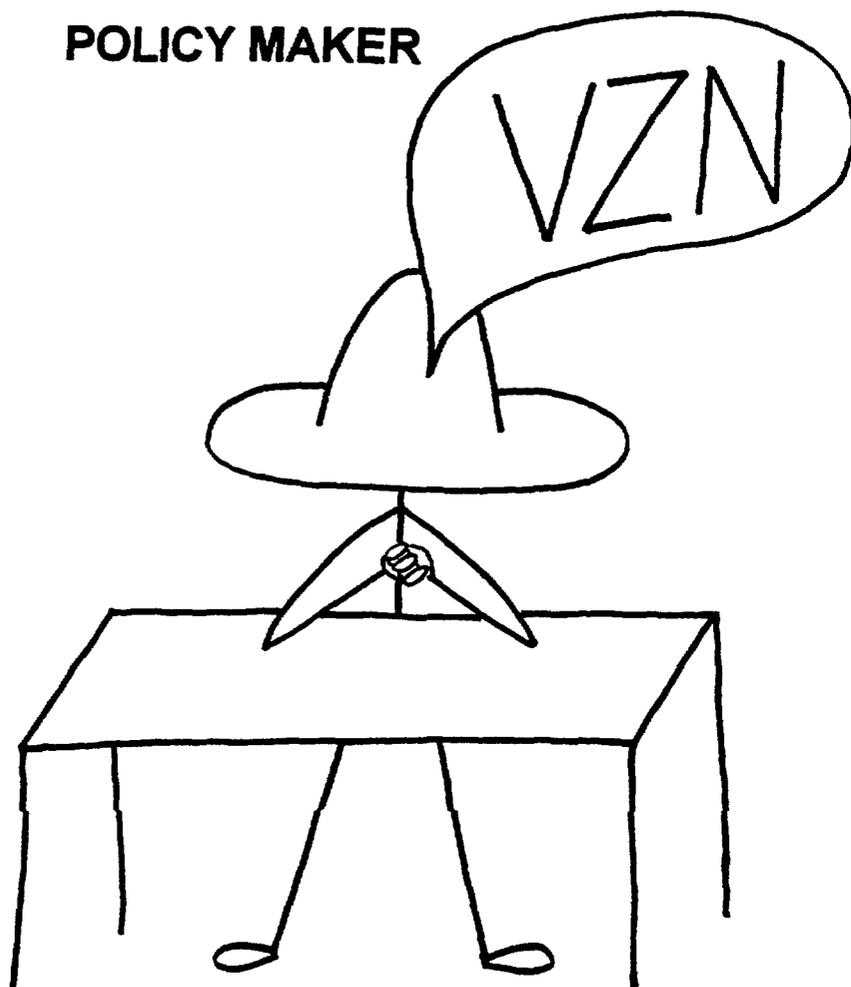
Management for elected leadership
Management pre volených predstaviteľov

**Plagáty pripravené leadtrénerkou -
prezentácia jednotlivých klobúkov
počas marketingového workshopu
(autorka plagátov - *Mária Ploszeková*)**

**Posters prepared by leadtrainer -
presentation of each of hats during
marketing workshop
(*The Author of posters - Mária Ploszeková*)**

POLITIK

POLICY MAKER

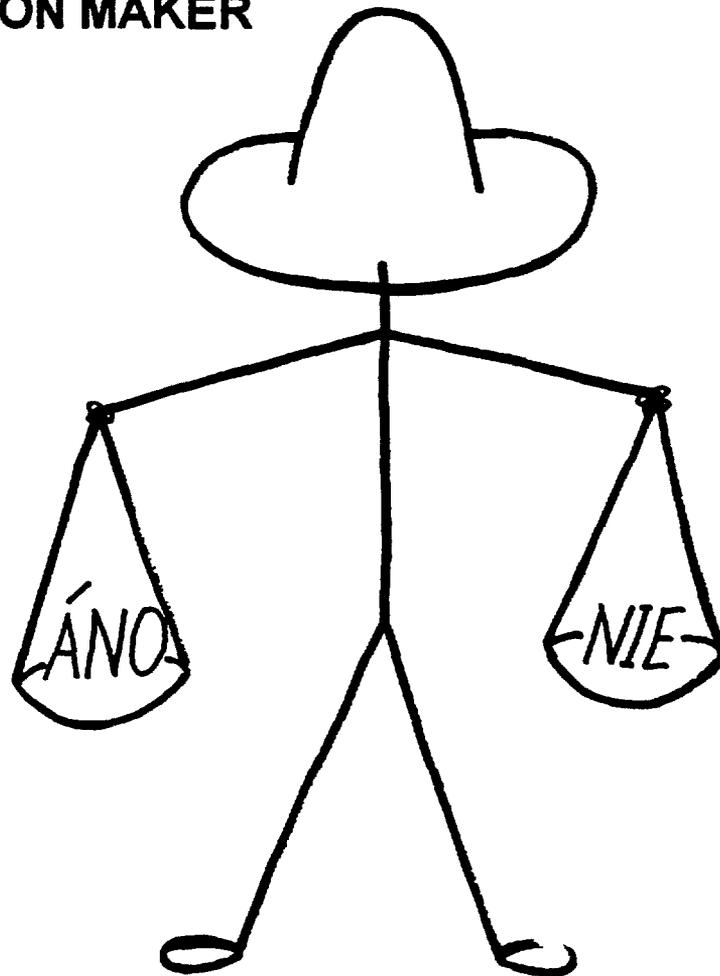


- definuje politiku obce
- výtýčuje cíle
- skúmá možnosti
- navrhuje postupy

1.

TVORCA ROZHODNUTÍ

DECISION MAKER

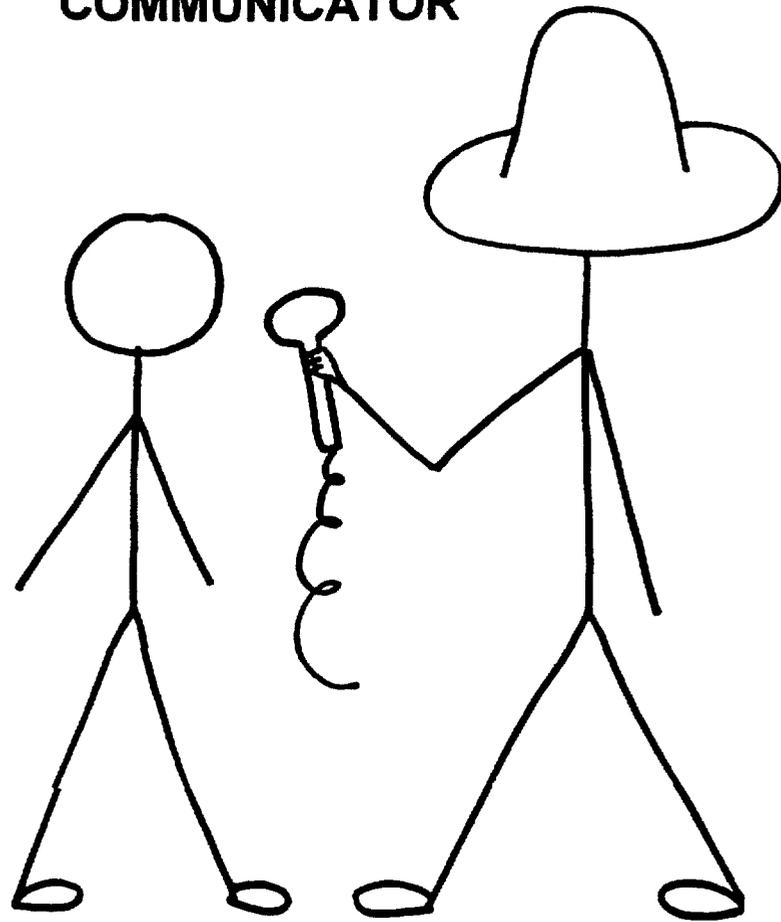


- rozpozná a analyzuje problém
- skúma možnosti
- prijíma rozhodnutia

2.

KOMUNIKATOR

COMMUNICATOR

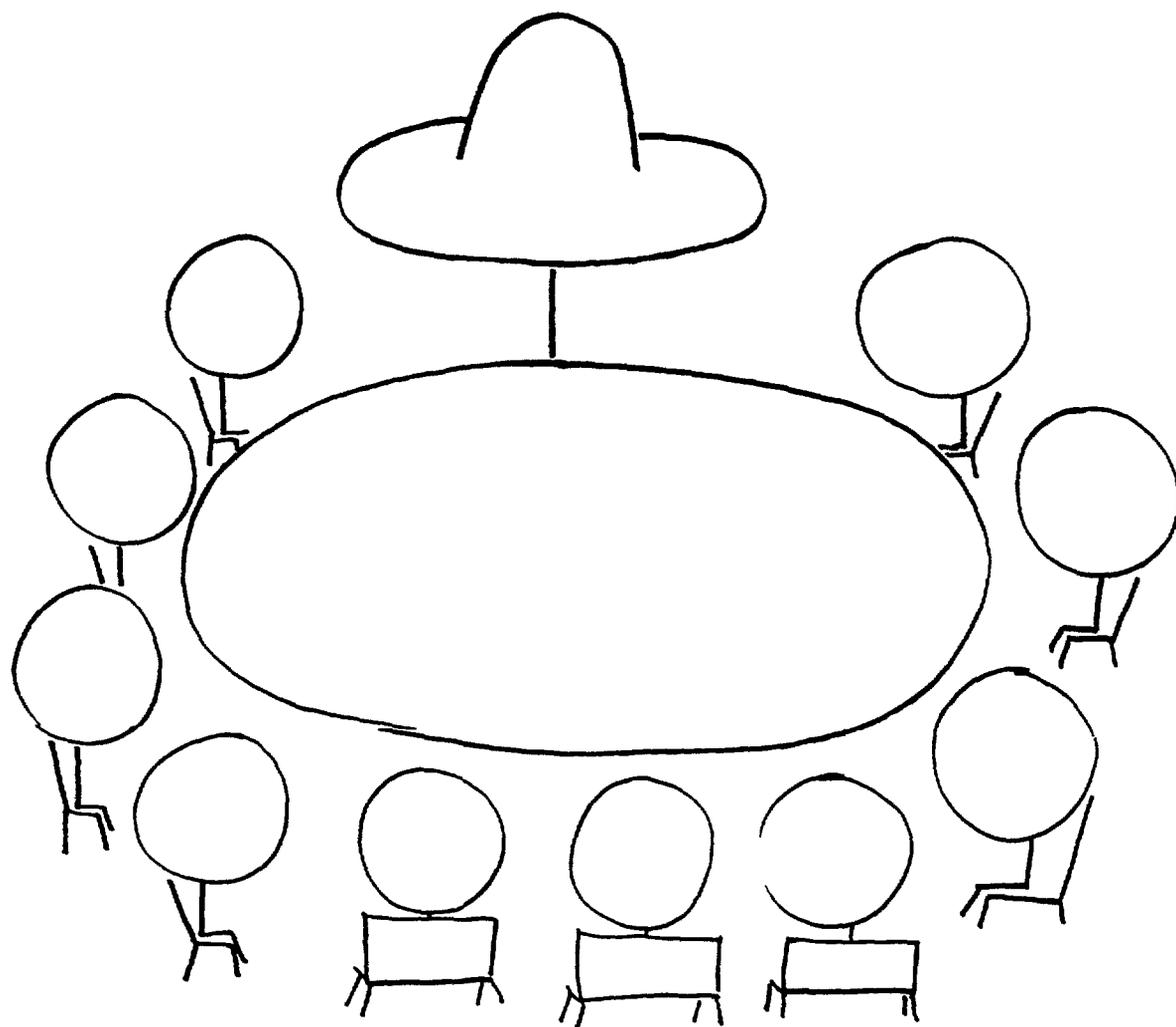


-presne a s porozumením
poskytuje a prijíma informá-
cie, nápady a vzájomne pocity
zúčastnených

3.

FACILITÁTOR

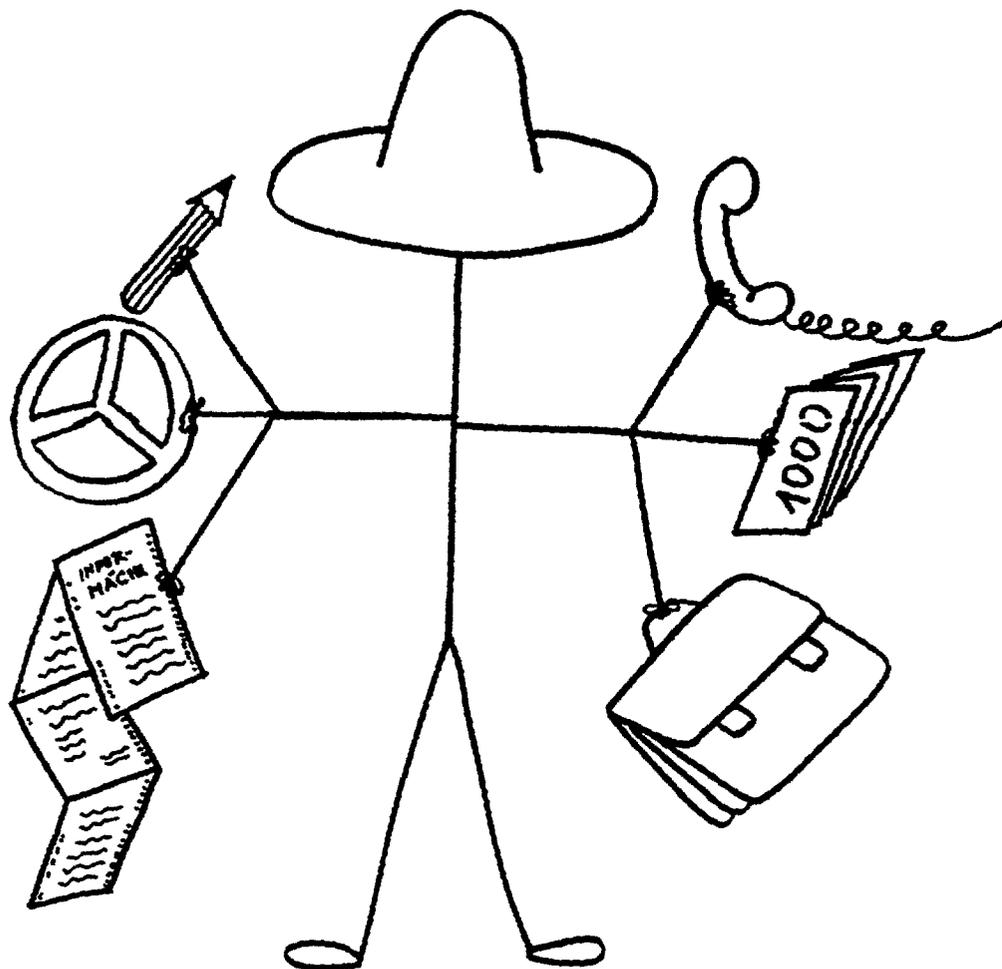
FACILITATOR



- podporuje dosiahnutie spoločného cieľa
 - pomáha iným riešiť problémy
 - usmerňuje konflikty
- 4.

UMOŽŇOVATEL

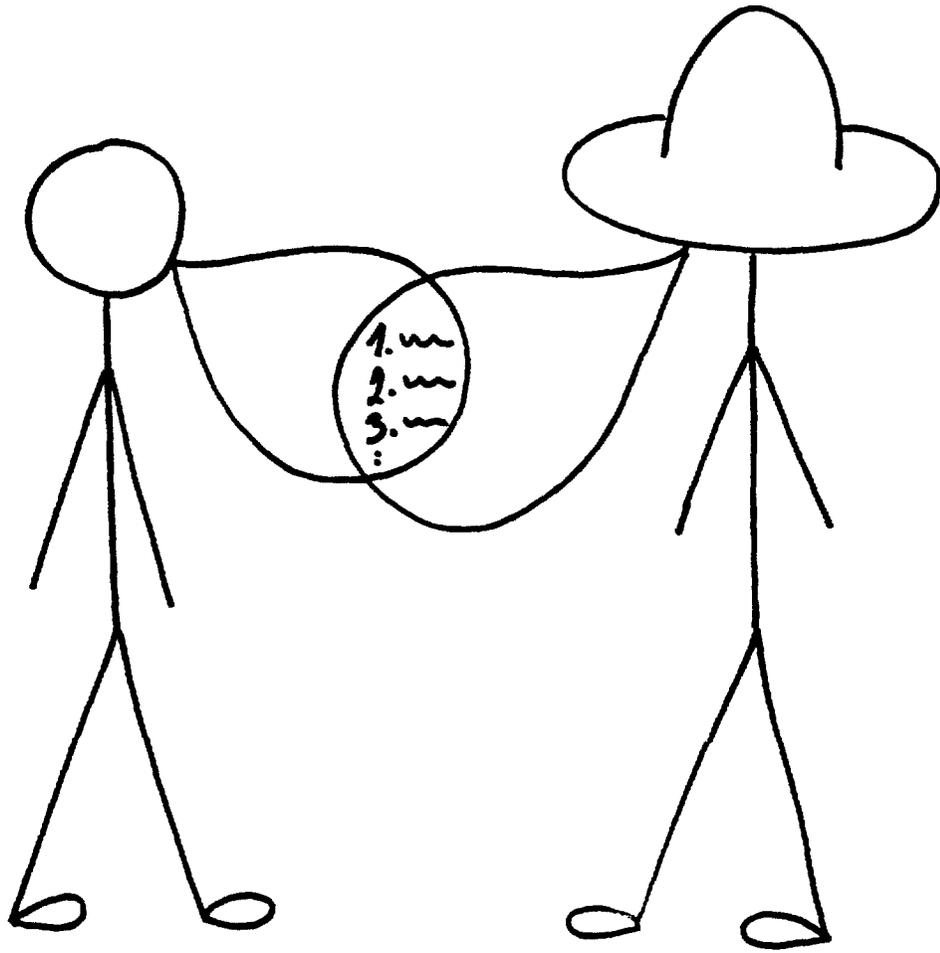
ENABLER



- vytvárá podmínky tak, aby
iní byli připravení robit věci
sama a tak dosahovali vlastné ...

VYJEDNAVAC

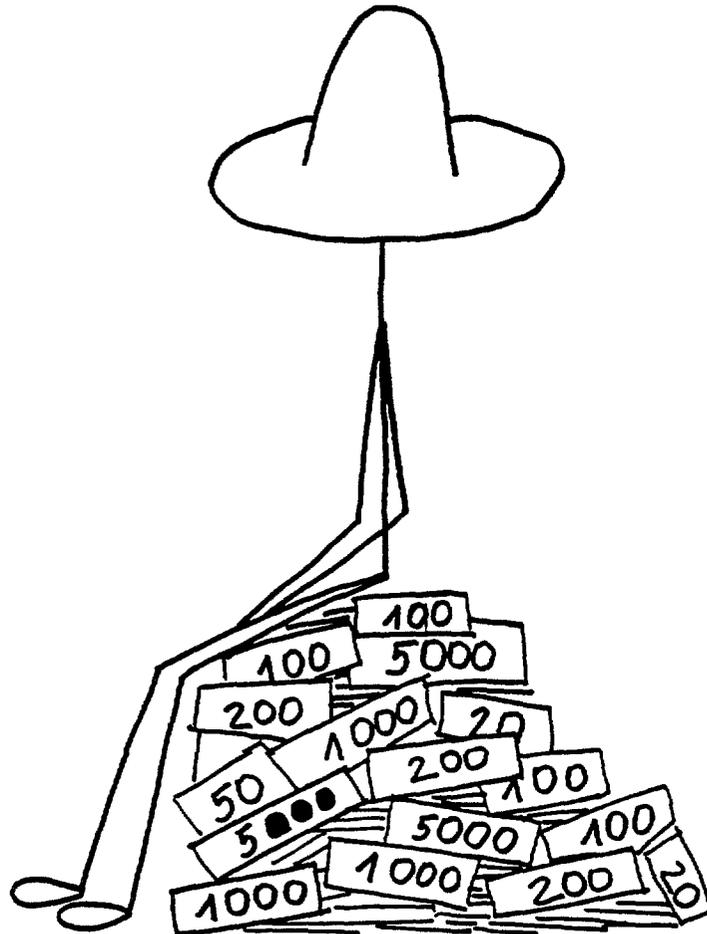
NEGOTIATOR



- pomáhajú iným dosiahnuť
priateľné riešenie v prípa-
de rozdielnych záujmov
a potrieb 6.

FINANČNÍK

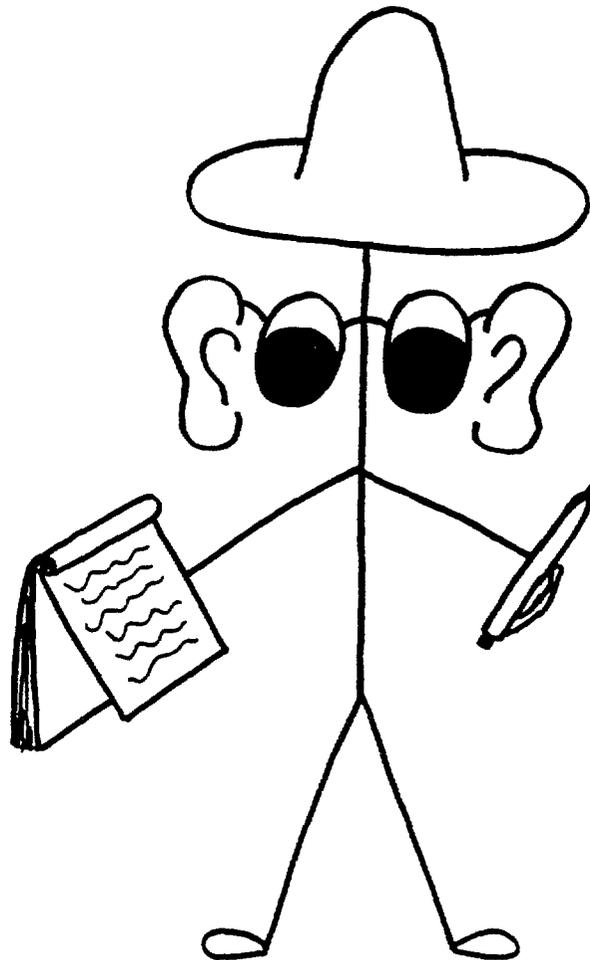
FINANCIER



- přijíma rozhodnutí o:
získávání
přidělování a
využívání veřejných fondů
7.

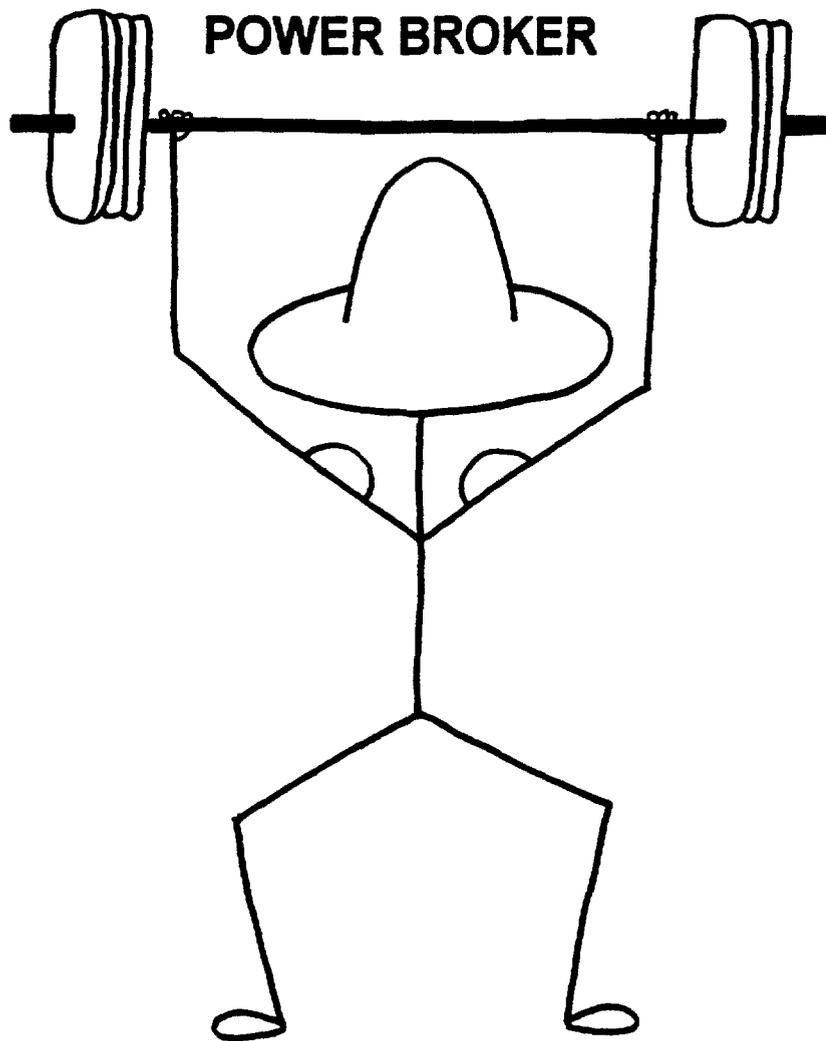
DOHLĚD

OVERSSER



-zabezpečuje prostredníctvom sledovania a vyhodnocovania plnenia úloh, aby poslanci a zamestnanci robili správne veci správne 8.

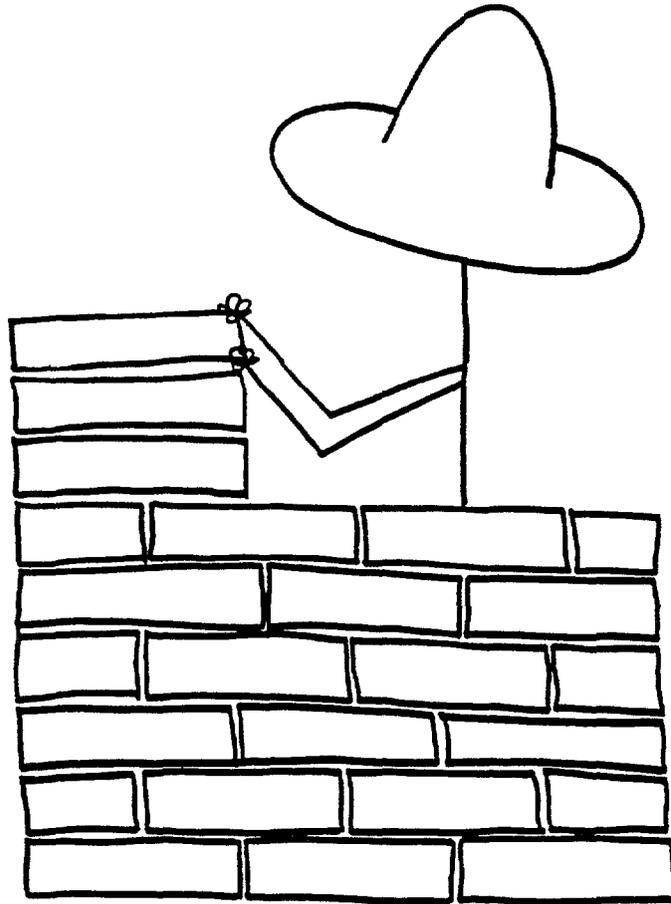
NOSITEL' MOCI



používa osobné zdroje moci,
ako aj moc vyplývajúcu z jeho
oficiálneho postavenia, aby
uskutočnil svoje zámerý 9.

TVORCA INSTITUCIE

INSTITUTION BUILDER

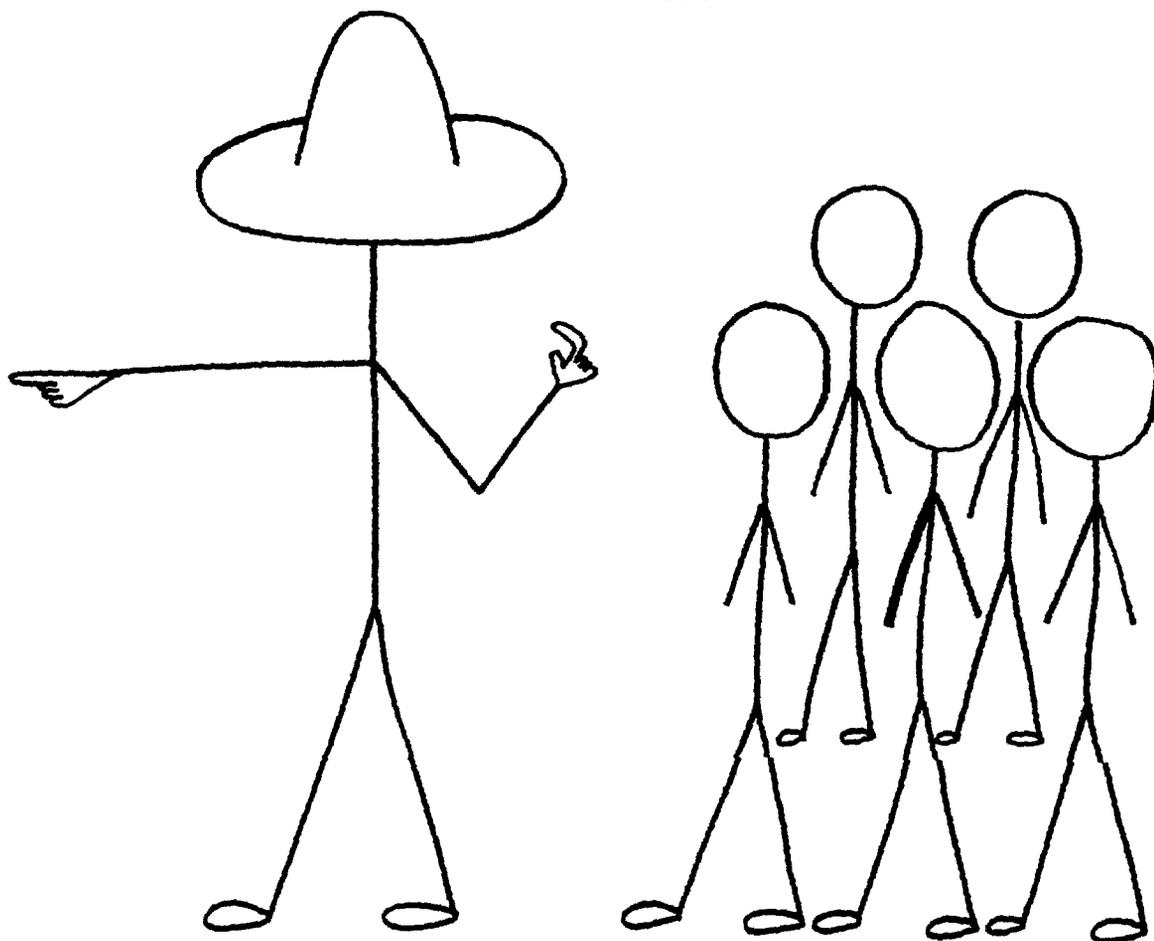


- podporuje personálny rozvoj
- spoločne zodpovedá za organizovanie miestnej samosprávy

10.

VODCA

LEADER



vykonáva všetky úlohy
v snahe pozitívne a výrazne
zmeniť život voličov a obce

11

Local Self Government Assistance Center

Date: 3 February 1997
To: Fred Fisher
CC: George Williams, Kennedy Shaw, Karol Balas, Robert Bodo
From: Luba Vavrova
RE: January Report

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From January 20th to 23 as was agreed I worked three days with apprentice trainers in Rajecke Telice, where the first workshop from Elected Leadership training program was held. Dusan Gallo as Martin RTC secretary invited three trainers Ivan Toth, Zdenko Kavecky and Anton Veselovsky. I was in a position of lead trainer/coach and after each session/day we had a feedback discussion together with Dusan Gallo. According to the interest expressed by 38 participants during two previous marketing workshops Dusan sent invitation to all of them. His strategy is to invite all of them for each workshop and go through The Policy Maker to The Leader as you design them. For this first workshop about The Councilor as Policy Maker and The Councilor as Decision Maker came 18 mayors (3 women, one of them is a Director from Regional Training Center Board). One of the mayors from small village Folkusova is doing this job on part time contract. As you can see from the list of participants they represent villages with 127 to 4000 citizens. What was very nice for me to see was how involved, enthusiastic and keen they were. It was quite tough group for our apprentice trainers for the beginning because 15 of participants had strong preference according Learning Style Questionnaire as reflectors, theorists and pragmatists. However trainers worked as a good group and they were able to react on any difficult situation. The participant expressed their surprise how it could be useful to be clear and know more about policy and decision making process, they liked original training approach, free friendly climate during the whole training. Two from the participants were out from the training for some hours but came back. I have not the evaluation now, but from their feedback it seems that they are going to do their best to come for other workshops. We discussed and supported them to use Learning Application manual. Bearing in mind the structure of the group I think, they will use it. The trainers were prepared, worked as a group, discussed all issues together, attend all of our feedback session, shared information and experience. Dusan's input with a lot of energizer's liked all of participant and trainers as well. During the last feedback session we agreed >What could be better - more exact and deep preparation, flexible work with time schedule, selection of roles for each training session, exercise, asking more questions. I was glad to work with our trainers and participants again.

Up to now I have informal information from two other workshops. I spoke with Stela Kubekova, she worked with Brano Kalina, Danusa Belakova and Julius Medved, mayor from Liptovsky Hradok (Strba RTC), they had 16 participants. I had a call with Nasta Kozaková, she was with Maria Ploszekova and Jaro Slany in Stara Tura (Trencin RTC), they had 16 participants as well. Both of them said that it was quite hard but nice work. Hard because of first training led by apprentice trainers.

With Nasta we agreed that she will send us proposal and draft budget for Management of Change. She proposed to work on real contract after first three steps, it means they could have translation to the end of February and we could sign a

15

contract in 15th of March It is because only after this first steps she thinks we will see the possible structure of the project according Advisory Committee advise According the consultancy with G Williams we will wait on USAID official agreement. The draft version of contract is prepared

I had a presentation for Peace Corps in Trenčianske Teplice on 23rd about all of our training projects There were a lot of questions We agreed - that as soon as I will have it I would provide them with the schedule of EL workshops so they will have a chance to meet our trainers or to support people from "their" local government to participate on Speaking with Danka Palikova we will have it for February on Monday February 3rd

One of my task was to find out the financial condition for Peace Corps It is only to pay them for accomodation and it have to be not only room but flat. They did not change their policy to have their people in 30 km circle out of A Power Station We want to help Danka Palikova, Director of Foundation to acquire somebody from Peace Corps with local government project and training management background

I spoke with Gio Sedillo, she is working with mayor Julius Medvedi in Liptovsky Hradok. She mentioned that Julius is using his new knowledge and skills from EL TOT and Hats workshops for improving cooperation with his stuff Based on Gio's financial background we discussed the possibility to work with her on our EL Financier module or on Financial management project I also spoke with Mane Ice about the possibility to help her with management trainings for small bussiness in RPIC Dunajska Streda This could help us to revitalised our position in that region It is a part of Bratislava RTC (Marta Kelemenova)

There are some possibilities for future Peace Corps placement

- Foundation for Training for Local Government, Danka Palikova, Bratislava
project managent, marketing, contracting, managing training for LG
- Lucky - small spa village (1740 citizens)near Martin, mayor Anton Druska, turizm and regional development
- Kosice - District Tahanovce, mayor Martin Jakc, management and economic development

On Tuesday - Wednesday, January 28/29th, Kennedy, Robert and I attended First Conference of Finance Officers that was held in Lucenec Knowing that Kennedy will prepare a memo as well I want to inform you about some issues that could be interesting for our future cooperation with Association and its members from training perspective

Presentations

- papers presented by Mrs Dienerova about using bonds from cupons privatization for buying flats and by Mr Janoska Taxes and its users, by Mrs Guttenova Budget and its structure Second day there were a presentation led by Mr Niznansky from MESA 10 about their last research paper I hope that Kennedy will ask on the translation for all this papers As I know on the translation of MESA 10 last research is somebody working and in our office we have the translation of their previous research paper Mrs Popluharova from First Municipal Bank Zilina has a presentation about their rating system their develop for municipality's rating They

are using five indicators like Financial Independence(30), Financial Stability (10), Savings capacity (25) Debt Management (25), Rate of Indebtedness / Insolvency(10) According this rating system they are selecting municipalities into 3 groups We asked her give us this rating system but she did not want to do it. However I asked her about possible future cooperation on Financial Management Training Project and she promised it being aware how important is to have a good training material and trained Financial managers She mentioned that they evaluate Financial Manager's skills as a integral part of rating procedure Mrs Popluharova also promised Sona to have some lectures for her students What I found as a useful information for us is that PKB has a special Department for Project Financing

- Kennedy in his presentation stressed how important for the future of The Association is to be neutral. Eva B's response was that from the beginning they see this as crucial
- In my presentation I gave the information about all our training programs and asked them to - be supportive to create a financial conditions for all our training activities
 - be more assertive, think about their own career development
 - think about using possibility to be a member of Financial Management Advisory committee and future trainer

Having a lot of discussion with people I think that on the list with the names of people - possible future Advisory committee and trainers we can expect - Mrs Balazova - Lucenec, Cibulova - Kosice, Dienerova, Lackovicova - Tmava, Krajcovicova - Topolcany, Fabova - Rimavska Sobota, Grajciarova - Martin, Janoska - Pezinok, Sona Capkova, Turcany - Turcianske Teplice

As a guest there were Mr Brestensky He actively participated on the discussion On 20-21 th of March with the cooperation with Sona - IROMAR (as a result from study tour in North Carolina last year) Association of City Managers is going to prepare a Conference with the topic Public Services and their maintenance Mr Brestensky is expecting a presentation from TQMn training as well

As guest there were Mayor Bndiar from Rimavska Sobota and has presentation about possibilities for cooperation between Association and ZMOS

With Sona I discussed workshop Councillor as Financier and Financial management project

I and Fred participated also on TOT workshop that was held in Priestany, hotel Poppy 16/19 th , January for one day to discuss preparation for first hats workshops with RTC secretaries and trainers

Luba

Date: 30 January 1997
To: Fred Fisher
CC
From: Luba Vavrova
RE: Lucenec Conference, Association of Finance Officers

Dear Fred

On Tuesday - Wednesday, January 28/29th, Kennedy, Robert and I attended First Conference of Finance Officers that was held in Lucenec. Knowing that Kennedy will prepare a memo as well I want to inform you about some issues that could be interesting for our future cooperation with Association and its members.

Presentations

- papers presented by Mrs Dienerova about using bonds from coupons privatization for buying flats and by Mr Janoska Taxes and its users, by Mrs Guttanova Budget and its structure. Second day there were a presentation led by Mr Niznansky from MESA 10 about their last research paper. I hope that Kennedy will ask on the translation for all this papers. As I know the translation of MESA 10 last research is somebody working and in our office we have the translation of their previous research paper. Mrs Popluharova from First Municipal Bank Zilina has a presentation about their rating system they develop for special municipality's rating. They are using five indicators like Financial Independence(30, Financial Stability (10), Savings capacity (25), Debt Management (25), Rate of Indebtedness / Insolvency(10). According this rating system they are selecting municipalities into 3 groups. We asked her give us this rating system but she did not want to do it. However I asked her about possible future cooperation on Financial Management Training Project and she promised it being aware how important is to have a good training material and trained Financial managers. She mentioned that they evaluate Financial Manager's skills as a integral part of rating procedure. Mrs Popluharova also promised Sona to have some lectures for her students. What I found as a useful information for us is that PKB has a special Department for Project Financing.
- Kennedy in his presentation stressed how important for the future of Association is to be neutral. Eva B's response was that from the beginning they this as crucial.
- In my presentation I gave the information about all our training programs and asked them to
 - be supportive to create a financial conditions for all our training activities
 - be more assertive, think about their own career development
 - think about using possibility to be a member of Financial Management Advisory committee and future trainer

- I mentioned that having on their First Conference guests Like Mayor Murgas, Mayor Brndiar, Head of ZMOS Financial Committee, President of City Manager's Association, President of Controller's Association, Director of IROMAR, guests from PKB, MESA 10 , LSGAC, German Project management company, journalists from Slovak TV and Economic newspaper is a great presentation of the high position of Association.

Having a lot of discussion with people I think that on the list with the names of people - possible future Advisory committee and trainers we can expect - Mrs Balazova - Lucenec, Cibulova - Kosice, Dienerova, Lackovicova - Trnava, Krajcovicova - Topolcany, Fabova Rimavska Sobota, Grajciarova - Martin, Janoska - Pezrnok, Sona Capkova, Turcany - Turcianske Teplice

As a guest there were Mr Brestensky He actively participated on the discussion. On 20-21 th of March with the cooperation with Sona - IROMAR Association of City Managers is going to prepare a Conference with the topic Public Services and their maintenance. Mr Brestensky is expecting a presentation from TQMn training as well. *

As guest there were Mayor Brndiar from Rimavska Sobota and has good presentation about possibilities for cooperation between Association and ZMOS

With Sona I discussed workshop Councillor as Financier, Financial management project / She is willing to cooperate on Sandy's manual and she want to know more about future of her Budget manual, so we could work on this and prepare a contract for her

Luba

9/2

**Report from the Local Self-Government Train the Trainers
program - "Trainer as facilitator"**

Training taking place in Piešťany, Hotel Popy 16 - 19 January 1997
led by Slovak trainers Miloš Čambal
Štefánia Hrivňáková
Branislav Kalina
Stela Kubeková
number of junior-trainers participants 28
training sponsored LSGAC Bratislava, organised
by Foundation for training in Self-government of
Slovak Republic

Overall objective of the training of the trainers - Trainer as facilitator

To provide junior trainers of local self-government with the basic, but rather complex skills, knowledge and experience in facilitation of small groups being the core of their trainer work

The background of the training

Program "Trainer as facilitator" was one of the training programs responding to identified training needs in personal development of the junior trainers in their work with the groups the following training needs were identified (second half-year 1996)

- Leading discussions in a group
- Facilitation skills
- Group dynamics and observation of group processes
- Managing difficult situations in a group
- Communication (verbal and non-verbal)

Design and delivery of the training program - Trainer as facilitator

A Design of the training

Training program was designed to cover intensively basic needs of participants - junior trainers. When designing the program it was necessary to remember that the junior trainers need to have their own experience of group dynamics and ability to work with the group dynamics, to recognise and experience on themselves the stages of group development and to have some instruments how to respond to these stages, when

working with the groups in training situation - the group dynamics and observation of group processes was the core of the whole training. The Peter Honey workshop of group dynamics development was taken and adapted to the environment of local self-government (adaptations of the tasks that groups were solving) Before this the basic skills of facilitation had to be designed - the concept of facilitation, and basic skills of facilitations were designed to be trained in more complex way as well as dealing with problem situations in groups - at the basic level - dealing with difficult people in the group.

B Delivering the training

Training has started on Wednesday evening with informal meeting of all participants with the trainers and organizers of the event. Participants were given the task to divide themselves into two groups as well as to choose the trainers they would appreciate to work with

Following day the training has started in two groups with the same designed program First day was devoted to basic concept of facilitation and was followed with the training of more complex skills of facilitation Although the participants already had in their train the trainers program skills like receiving and giving feedback, questioning - here they have been trained to distinct process from content and to observe the group behaviour and use more complex communication skills They have learnt and practised how to cope with the problem types of people in the group and how to manage their behaviour and to be concentrated on the quality proces

The second day was about the structure and roles in the group Participants recognised how important it is to set properly the goals and objectives of the meeting of the group, as well as also to settle the time of the meeting and they have learnt about the concept of the roles in the groups - they practised the roles activities

The third day was devoted to behaviours of the group, how to recognise the productive and unproductive types of behaviour in the groups and the emotional issues in the well developed group were dealt with in fourth day of the training

During whole training the participants have the possibility to facilitate the groups while the group was solving the task and give and be given feedback Feedback was given to the group that was working on the task and was observed It required a complex skill of facilitation of the group while facilitating feedback with the questions

Response from the junior trainers

Junior trainers traditionally enthusiastic and keen to learn new things had hard time especially at the beginning of the training finding out that the facilitation is a complex skill and that it requires quite an amount of time to practise. The reactions from the beginning were very emotional (4 of the participants directly reported "darkness", "foggy" in their heads, or "uncertainty". At the beginning - a lot of directed approach was needed) It was hard for the trainee to focus on the processes while in their normal life they are and have to be intensively oriented on the task. Some of them reported "I realised that it is not enough to be concentrated just on task, it is necessary to be aware of the task and the process in the group while solving this task", or "the ability to observe main signals in the group to choose appropriate way to facilitate the group"

5 junior trainers reported that they have learnt how complex the facilitation skills are and that they have understood it as a climax of the trainer's work.

That the training was also designed so that junior trainers have the possibility of their development as facilitators witnesses 19 reports of the junior trainers who wrote in the final evaluation of the training the insight of their personal development or the direction of their development.

Conclusions

Some of the complex skills as facilitation of the group processes are long term goals to achieve to all of the trainers. Therefore it is appreciated that the project do not leave the junior trainers on their own, but that it gives them the possibility to be coached during the trainings by senior trainers. Since the junior trainers are now highly aware of the facilitation skill, it is advisable that the senior trainers coach them specifically in the work with the group in training situation and to help them more deeply understand the processes that are going on in the groups they are training and the possible ways how to respond to these situations.

Bratislava, 31 January 1997

Trainers M Čambal

Š Hrvňáková

B Kalina

S Kubeková

LSGAC

LOCAL SELF-GOVERNMENT ASSISTANCE CENTER
CENTRUM ASISTENCIE PRE MIESTNE SAMOSPRÁVY
Laurínska 3 811 01 BRATISLAVA, SLOVENSKO

MEMORANDUM

Date: October 11, 1996
To: George Williams
CC: Feiden
From: Fred Fisher
RE: Elected Leadership Training

Fisher

UPDATE ON LOCAL ELECTED OFFICIAL TRAINING

The elected official training program is entering into the delivery stage where we have programmed for a total of 100 workshops between now and the beginning of the summer Slovak slowdown. The following steps in the capacity building process have been completed or are planned.

- Based on an eight step training materials development process, 2150 sets including 13 trainee manuals each and 250 trainer manuals were delivered to the Foundation for Training in Self Government in time to be used in the first workshops to prepare a cadre of local trainers (TOT) Subsequent action was taken by the Foundation to disseminate these materials to each of the ten regional training centers
- Twelve Slovak lead trainers, working under the overall supervision of an international team of senior trainers conducted four simultaneous workshops involving 54 participants All but 11 of these participants indicated an interest in becoming future trainers in the Elected leadership program and included over 35 elected officials (either current or past) and ten trainers from various regions in the country The remaining 11 are regional training center directors and staff and will be responsible for managing the training in each of their geographic locations These TOT workshops resulted in 417 days of participant training
- The Foundation Director, the Association of Management Training and Development (representing by the lead trainers) and the Regional Training Center Directors met immediately after the TOT workshops to plan (1) further skill training for 35 of the 54 TOT participants who indicated an interest in continuing their preparation as trainers and, (2) an introductory/marketing program to initiate a full blown program of elected leadership training based on regional workshops using the UNCHS initiated manuals
- The first in a series of training skill workshops was held in Strba (managed by the regional training center in Strba) from 7-11 October It included 35 participants from the initial series of workshops and six trainers from the Association of Management Training and Development The workshop was followed by a 1 ½ day workshop to plan the marketing/introductory workshops This session was attended by the regional training center directors, the foundation director and 12 trainers These workshops generated 240 participant training days of activity
- The ten one day marketing workshops will begin as early as mid-October and involve an estimated 250 local elected officials One regional training center has already issued 60 invitations to local elected officials in her region to attend.
- It is expected that the skill training workshops for elected officials will be initiated in each region by the beginning of December

Regional Workshop on Elected Leadership Training

Prior to joining LSGAC, I was involved in a five country training of trainers program held in Romania and sponsored by the Institute for Local Government and Public Service, Budapest As a result of that workshop IILGPS funded a follow-up review workshop for 10-13 November in Predeal Romania to include

the region since that time. The Foundation for Local Development and Public Service, Bucharest (FLDPS) is hosting the workshop on behalf of ILGPS and has extended invitations to representatives from 12 countries including several Slovakia representatives who are currently involved in elected leadership training. The Slovakia invitees include Dr. Palikova, Director, Foundation for Training in Self Government, Dr. Brano Kalina, lead trainer in the local program for elected officials and Vice President of the Association of Management Training and Development and two representatives of LSGAC, Luba Vavrova and Fred Fisher. FLDPS has budgeted \$900 for travel for the Slovak participants (to cover two round trip airfares) and will cover all hotel and meals for participants while they are in country. The ICMA budget has regional travel for the two ICMA employees if authorization is given for them to attend.

Rationale: Elected official training is becoming an important program thrust in strengthening democracy and governance efforts within the region. While ILGPS has recently funded five translations of the UNCHS (Habitat) materials in the region and expects to fund additional translations in the near future, there are a host of issues that must be addressed if elected official training is to be institutionalized from country to country. Making training materials available in local languages is only one stage in a lengthy process. The involvement of a Slovakia contingent in the Romania workshop will be beneficial to other participants since we have one of the most comprehensive approaches to this challenge. Nevertheless, I believe we can also learn from the experience of other countries. A copy of the meeting notice is attached to indicate the objectives of the workshop.

Recommendation: The involvement of Dr. Palikova and Dr. Kalina is not an issue with LSGAC. They will be funded directly by FLDPS. I recommend that the two LSGAC/ICMA staff members be authorized to attend since they are in a position to make significant contributions to the discussions and to benefit from the experience of other countries in their efforts to initiate and conduct elected official training.

LSGAC

LOCAL SELF-GOVERNMENT ASSISTANCE CENTER

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FAX MESSAGE

FOR Mr Peter FEIDEN
 FAX # 001 202 962 3681
 From Eva KARDOS
 Subject TQMn 1st Workshop Evaluation Results
 CC George WILLIAMS, Fred FISHER
 Date 25 February 1997

TQMn

YOU SHOULD RECEIVE 9 PAGE(S) INCLUDING THIS COVER SHEET
 IF YOU HAVE NOT RECEIVED ALL PAGES, PLEASE CALL ABOVE NUMBERS

Dear Peter,

I'm sending you the results of the evaluation forms - as an attachment to my fax from February 24, 1997 - filled in by participants after the 1st TQMn workshop in Slovakia (February 9-15, 1997, Senec) These good results approve my opinion about the success of this 1st workshop We just can hope that our future outcomes will be the same, if not better I'll do my best to achieve it.

Best regards,


 Eva KARDOS
 Project Manager

TOTAL QUALITY MAINTENANCE PROJECT IMPLEMENTATION

1ST WORKSHOP - 7 - 15. February, 1997, Senec, Slovakia

Evaluation form for organizational issues of the Workshop

	Very Good				Bad
1 Information about the workshop	1	2	3	4	5
2 The process of registration & introduction	1	2	3	4	5
3 Technical equipment in the workshop rooms	1	2	3	4	5
4 Accommodation	1	2	3	4	5
5 Meal	1	2	3	4	5
6 Time-schedule for the Workshop days	1	2	3	4	5
7 Overall satisfaction with the organization of the workshop	1	2	3	4	5
8 Would you appreciate a form of certificate about your participation in TQMn project?	YES			NO	
9. Other, additional comments	<hr/> <hr/>				

Thank you !

RESULTS:

1 3 33

5. 1

9 I don't have,

2 1 58

6 1 54

Thank you,
shorten the length of the workshop to 4 days,
Ing. Chlumsky was excellent

3 1 2

7. 1 08

4. 1

8. YES

Workshop Objectives (results of 11 questionnaires)

		Results
1 To what extent did the workshop meet the following learning objectives		
1 1 Increased participant knowledge and understanding about the management of operation and maintenance functions at he local government level		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		5.9
1 2 Increased participant skills in the team decision making and problem solving based on their O & M responsibilities		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		5.75
1 3 Provided an opportunity for participants, working in teams, to carry out a detailed examination of one specific O & M function from the experience of their respective local authorities		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		5.325
1 4 Assisted participant teams to prepare back-home action plans that will help them improve the management of O & M in their respective organizations		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		5.25

Workshop Content

2 How relevant was the workshop to your job responsibilities ?		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		4.5
3 To what extent was the content of the workshop relevant to the needs and practices of your organization ?		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		6.15
4 How helpful will this learning experience be in assisting you and members of your team to improve your organization's operation and maintenance programs ?		
NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT		5.625

5 How useful were TQMn model and diagnostic materials in helping your understand better how to address O & M responsibilities in your local government ?

NOT AT ALL 1 2 3 4 5 6 7 TO A GREAT EXTENT

Results

6.05

Workshop Design and Content

6 How effective were the following training/learning techniques used during the workshop ?

6 1 Pre-workshop assignment

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

3.2

6 2 Group discussions

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

6.025

6 3 Training staff inputs

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

6.4

6 4 The presentation and discussion of your O & M situation and how you and your team plan to improve it.

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

5.73

7 If you could make one change in the design and conduct of the workshop, what would it be? (Enter your answer in the box below Be as specific as possible)
(see attachment #1)

Workshop Materials

9 How useful were the following training materials in achieving the course objectives?

9 1 *Participant s Pre-workshop Assignment*

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

Results

3.48

9 2 *Reader on Concepts and Strategies with Case Study*

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

5.43

9 3 *Blueprint for Action Workbook (used during the workshop)*

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

5.7825

10 What could be done to make the training materials more useful? (Enter your answer in the box below Be as specific as possible)
(see attachment #2)

Attachment #1

7 If you could make one change in the design and conduct of the workshop, what would it be? (Enter your answer in the box below Be as specific as possible)

- first day - to be more acquainted, to create further criteria for acquaintance of participants (position, sport, culture, collective interests)
- to make the 12 hour cycle shorter or to make the afternoon meetings by the form of relaxation or discussion
- without any changes
- to choose only one activity for all participated teams
- to decide the venue of the workshops so that all participants will have approximately the same distance to come there
- to observe complete teams
- 1 or 2-day briefing before the workshop
- to make the workshop shorter - 4 days
- the working day of workshop should finish by the dinner
- to make the evening activity more attractive
- to inform the participants about the importance of the problems
- to give more time for mentioned activities
- space of time (5 ½ day) was too long
- to decide the venue of the workshop so that the participants can not go out to the work or home

Attachment #2

10 What could be done to make the training materials more useful? (Enter your answer in the box below Be as specific as possible.)

- I don't know
- to formulate the materials clearer
- to describe the system, the methodology and the course of the workshop
- to give the material sooner, before the workshop
- more concrete examples
- better explanation of the terms

7.

Please evaluate each instructor who was involved in conducting this part of the workshop

The trainer Name _____

- 12 Organized and prepared for the workshop 1 2 3 4 5
- 13 Demonstrated a thorough knowledge and understanding of the topic 1 2 3 4 5
- 14 Stimulated thinking and discussion 1 2 3 4 5
- 15 Interested in helping participants learn 1 2 3 4 5
- 16 Allowed opportunity for exchanges among participants 1 2 3 4 5

17 What are the strengths of this trainer? _____

18 In what areas should the trainer focus to improve his/her performance as a trainer? _____

The Instructor Name _____

- 12 Organized and prepared for the workshop 1 2 3 4 5
- 13 Demonstrated a thorough knowledge and understanding of the topic 1 2 3 4 5
- 14 Stimulated thinking and discussion 1 2 3 4 5
- 15 Interested in helping participants learn 1 2 3 4 5
- 16 Allowed opportunity for exchanges among participants 1 2 3 4 5

17 What are the strengths of this instructor? _____

18 In what areas should the instructor focus to improve his/her performance as a trainer? _____

The Trainer Name _____

- 12 Organized and prepared for the workshop 1 2 3 4 5
- 13 Demonstrated a thorough knowledge and understanding of the topic 1 2 3 4 5
- 14 Stimulated thinking and discussion 1 2 3 4 5
- 15 Interested in helping participants learn 1 2 3 4 5
- 16 Allowed opportunity for exchanges among participants 1 2 3 4 5

17 What are the strengths of this trainer? _____

18 In what areas should the trainer focus to improve his/her performance as a trainer? _____

FL

TRAINER'S EVALUATION

	Lubo	Braňo	Jozef	Magda	Mária	Jirka
1.	1.67		1	1	1	1
2.	2		1	1	1	1
3.	1.67		1	1	1.33	1
4.	1.33		1	1	1	1
5.	1.33		1	1	1	1

Lubo

- 6. expertise, quiet, cultivated
- 7. the willingness to give knowledge to the group occasionally, he should interrupt the group discussion, when it is not focused on the topic

Mária

- 6 expertise

Jozef

- 6. willingness to communicate, fast reactions, expertise, good knowledge

Magda

- 6. good communication skills

Jirka

- 6. expertise, great knowledge of the field, experiency

Local Self Government Assistance Center

Date 6 March 1997
To Mr Peter FEIDEN
CC Mr Fred FISHER
From Eva KARDOS, Project Manager
RE TQMn's first results

✓
Your copy

Dear Peter,

I'm very glad I can contact you again and share with you the very good news about the steps undertaken in the City Halls of cities that participated in the first TQMn workshop between February 9 - 15, 1997, in Senec, Slovakia. The representatives of Michalovce, Kezmarok, Nove Zamky and Trnava left the 1st TQMn workshop with great enthusiasm and willingness to continue in preparation and implementation of their action plans in the real circumstances of City Halls. At that time nobody was able to forecast, whether they will be successful or not. I can tell you the first results, right now.

On the base of my research conducted during the last two days by calling up the mayors or city managers of the participated cities and asking about the first results of action plan implementation I found the following:

- 1 Nove Zamky** Since the city manager was sick and wasn't able to come to the first workshop, Nove Zamky was the only city without having a responsible senior manager for decision making in its group. On the request of the participants I contacted with a very polite letter the Mayor of Nove Zamky and asked him to support the team in the process of action plan implementation. He delegated this responsibility to his city manager, who is a very bright and interested person. After several discussions with this city manager I found out Nove Zamky is involved in a big project of ISO 1000 and by the implementation of the action plan developed in the first TQMn workshop the city can solve not just its problems from the field of O&M, but also can fulfill the requirements of ISO 1000. So, the City Hall employees are eager to implement the action plan and to do as much as they can until our next 2-day follow-up planning (March 14 -15, 1997). Six people will come from Nove Zamky for that planning, including the city manager, the head of financial department, the head of city development department, the director of the PS company.
- 2 Trnava.** The city manager of Trnava is also a member of the Association of City Managers of Slovakia and based under his very high satisfaction with the success of the first TQMn workshop he invited me and the President of the Association of Management Training and Development in SR, who is also one of the TQMn project trainers, to do a presentation about the project in the conference of city managers of Slovakia in March 20 -21, 1997. So, we will have an opportunity to market the program across whole Slovakia. The Trnava team is also working hard on the implementation of the action plan prepared during the 1st TQMn workshop. They have some problems with the time-frame of the action plan, but they are looking forward to the 2-day planning to present their results with other cities.
- 3 Kezmarok:** The city manager of Kezmarok was very thankful for the opportunity we gave them to participate in this project. As he said, maybe they will have to do some changes in the action plan, especially regarding the time-frame, but the process of team-building and

problem solving in teams what they've learned during the 1st TQMn workshop is the most important for them. They will also come for the following 2-day planning session, and are very interested to know the results of the other 3 cities.

4. **Michalovce** This team is also working on the action plan implementation, and they take it very seriously as well as Trnava and Michalovce.

The greatest results

The communication between the cities at the beginning of the 1st TQMn workshop was very hard. The participating cities were looking to each other as to the competitors. It was difficult for the trainers to help them recognize the real opportunities of this project, which lies in the possibilities of information sharing during plenary sessions. During the first two days the cities were trying to compete in terms of having no problems in City Halls, in O&M activities, and so on. After the third day they finally started to talk and to offer help to each other. It was a very interesting process of establishing good relationships between the cities. At the last day they were talking to each other as really good friends, but even on the base of this fact I would never think that after the first workshop the cities will start to visit each other and help to solve the real problems in the cities. That's what already happened.

After the first workshop the team from Trnava dropped by the City Hall of Nove Zamky with the words "We are here to help you and discuss our problems regarding the implementation of the action plan." The teams of the above mentioned cities spent together a whole day trying to help each other. After the visit Trnava invited Nove Zamky and the trip is planned for the next week. Beside these trips, the two cities are always in contact.

Michalovce also contacted Nove Zamky and asked for information about the process of action plan implementation. The Michalovce team will visit the City Hall employees a day before the 2-day planning. These two cities are also in a very good contact and are trying to help each other not just in the action plan implementation but in all other areas in which they can be helpful to each other.

Dear Peter,

I hope that you are happy to hear these news and I hope that after the next 2-day planning session the results what I'll share with you will be even better. I'm looking forward to contact you again, but till that time if you have any additional request for information, I'd appreciate your calling.

Best regards,


Eva Kardos, Project Manager

TQMm

DRAFT REPORT

**FIRST WORKSHOP ON THE QUALITY
MAINTENANCE IN LOCAL GOVERNMENTS
OPERATION AND MAINTENANCE**

SENEC, SLOVAKIA

February 7-15, 1997

Prepared for
**U S Agency for International Development
Bureau for Europe and the New Independent States
Office of Environment, Energy and Urban Development
Urban Development and Housing Division**

By
**Ana Vasilache
Kristina Creosteanu**

Consultants

**INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Washington D C**

USAID Contract No _____
Delivery Order No P O # MDM/DO-6-005

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Attachment 2 List of participants

Attachment 3 Teams work results

Attachment 4 Evaluation forms results

ABSTRACT

Local Self Government Assistance Center (LSGAC) Bratislava, Slovakia is implementing and developing, under an USAID financed project, a training program focused on public works management and quality improvement (TQMn Training Program)

Ana Vasilache and Kristina Creosteanu ICMA consultants, have been asked to assist the TQMn Training Program implementation and development in Slovakia, based on their successful experience in Romania, where they have conducted this program through the Foundation for Local Development and Public Service

Based on a project elaborated by Ana Vasilache, containing a proposed process for the TQMn Training Program implementation, a Planning Meeting has been held on November 18-21, 1996 in Stara Tura and the first TQMn workshop was held between February 7-15, 1997 in Senec, Slovakia

The present report gives information on the First TQMn Workshop preparation and process and formulates conclusions and states recommendations for the next step interventions in the participants organizations as well as for the future TQMn training programs development in Slovakia

EXECUTIVE SUMMARY

The Local Self Government Assistance Center (LSGAC) Bratislava, Slovakia is developing and implementing a training program, through a USAID financed project, focused on the Slovak local governments capacity building

Total Quality Maintenance (TQMn) Training Program is focused on the public works operation and maintenance functions improvement for those public works that are supervised by the local governments

The training manuals have been written by Dr Fred Fisher and David Tees and have been published by UNCHS (Habitat)

Ana Vasilache and Kristina Creosteanu, ICMA consultants, were asked to assist the TQMn Training Program development and implementation in Slovakia, based on the successful implementation of a similar program in Romania, through the Foundation for Local Development and Public Service (FDLSP)

The first Planning Meeting was held on September 16 in Poprad, Slovakia and after that Ana Vasilache developed a project proposal containing the necessary follow-up steps for the TQMn Program implementation in Slovakia

As proposed, the TQMn Program Planning meeting was held between November 18-21, 1996 in Stara Tura, Slovakia and during it, the First TQMn Workshop focused on street cleaning and road maintenance has been planned

The first TQMn workshop was held between February 7-15, 1997 in Senec, Slovakia The participant teams were composed by local government representatives elected officials and civil servants and the private or state owned public work provider companies representatives

The program had three parts

- **TQMn workshop preparation (February 7-8, 1997)** concerning the preparation of the workshop agenda, the program details, the logistics and the handouts
- **TQMn workshop process (February 9-15, 1997)** concerning the six phases of the Total Quality Maintenance process
- **Workshop evaluation and next stage preparation (February 15, 1997)**

Concerning the workshop evaluation by the participants, the ICMA consultants feed-back and the discussions on the project next steps, the training interventions in the participants organizations, as part of their action plans implementation process

FDLSP representatives, Ana Vasilache and Kristina Creosteanu, will give further support for the second stage of TQMn Training Program implementation in Slovakia

They will participate to the five day interventions in two of the four cities where the program will be developed, on April 7-11, 1997 Their report on the interventions stage will include conclusions on these series of combined workshops and their future development and impact on local governments performance

Report on the first TQMn Workshop in Slovakia, focused on street cleaning and road maintenance

1 INTRODUCTION

The TQMn training program aims to improve the quality of the public works that are under the local governments responsibility, focusing on the operation and maintenance functions. Based on the improved management system, the public works providers will become more effective and efficient, more prepared for a competitive market.

The training program offers an opportunity for the elected officials, executive staff of the City Halls and private or state owned companies representatives to share experience and to develop joint-programs in order to serve better their communities.

The participants, working in teams, get new information, knowledge and skills on how to run a competitive public work, how to operate and maintain it and how to monitor its results. The workshop offers new approaches on problem identification and problem solving, strategic planning, action planning and monitoring systems developing. The teams work for preparing concrete action plans in order to solve specific operation and maintenance problems.

The TQMn workshop design includes

- a pre-workshop assignment form filled up by the participant teams, containing detailed data on the specific public work they will focus on and on specific problems they are facing
- an interactive learning process with emphasis on problem identification and problem solving process
- a participant workbook that is used during the workshop and back home, in their daily activity, to remember the concepts and commitment for change
- an workshop agenda and trainers notes helping the trainers to organize the knowledge and skills transfer

The training program is based on the „Total Quality Maintenance in Local Governments Operation and Maintenance” series of manuals, published by UNCHS (Habitat) and having as authors dr. Fred Fisher and David Tees. The manuals were field tested in Romania and after that, they were translated into Romanian and used extensively in training programs by the Romanian Foundation for Local Development and Public Service (FDLSP). As a result of the successful implementation of the TQMn Program in Romania, USAID Slovakia decided to start a similar program, using the Romanian experience.

For this program implementation the following organizations have cooperated: Local Self Government Assistance Center (LSGAC), Foundation for Training in Self Government (FTSG), the Association for Management Training and Development (AMTD), the Association of City Managers, the Association of Technical Services Companies and the City Halls Public Works Departments.

2 THE WORKSHOP PROCESS

2.1 Workshop preparation

Two days before the official workshop opening, on February 7 and 8, the LSGAC project manager, the six Slovak trainers, the two ICMA consultants and the FTSG representatives have prepared the workshop process details

Eva Kardos - project manager from LSGAC presented the previous planning activities

- they have sent invitations to 16 different cities,
- 6 cities expressed their interest for participating to the workshop,
- 2 of these 6 cities announced in the last moment their teams will not be able to participate,
- a new city from the reserve list was selected and invited

Conclusions 5 teams representing 5 cities were expected to participate

Trnava (team of 5), Senec (team of 5), Kezmarok (team of 3), Michalovce (team of 4), Nove Zamky (team of 3), 20 persons in total

After that presentation the following main topics were discussed

1 Organization issues

The Foundation for Self Government representative explained how she will provide technical support and assistance during the workshop collecting and processing the trainees learning materials, editing on the computer, providing copies of written materials and handouts

The participants to this planning meeting agreed to have daily meetings with the LSGAC project manager in order to coordinate their work and give/receive feedback

2 Working rooms and plenary session room distribution and learning environment design

- the trainers, organizers and consultants visited the available rooms and spaces
- they chosen the appropriate rooms for small group work and for the plenary session
- they found nick-names for all the rooms and allocate a room to each city team
- they attached a color to each group and room
- the trainers prepared an orientation map for the participants

Trnava	=> „BLUE LITTLE SALOON” (blue) - (Lubomir Kapoun)
Kezmarok	=> „LEATHER SALOON” (white) - (Branislav Kalina)
Nove Zamky	=> „SUNNY BAR” (yellow) - (Jirka Chlumsky)
Michalovce	=> „MARIA'S APARTMENT” (pink) - (Maria Dobesova)
Senec	=> „WINTER GARDEN” (green) - (Jozef Rebetak)

3 Management issues

- each trainer will be in charge with one day workshop conducting and coordination
- each trainer chosen a city team to work with during the workshop
- while there were 5 teams and 6 trainers, they decided that Magda will work as co-trainer, each day with another trainer

4 Daily general time schedule

The trainers agreed on the following general frame for the working sessions (including breaks)

8 30 - 12 30 - Morning session, 14 00 - 17 30 - Afternoon session and 19 00 - 20 00 optional evening sessions

Each trainer decided on his/her day time table inside this schedule

Based on the general time frame, each trainer prepared a flipchart with the schedule of the day he/she will be responsible for, including the following details

Timing	Name of activity	Content	Training technique	Support materials	Responsible for activity	Preparing the activity
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For the Workshop Agenda see Attachment 1

5 Opening session (February 9)

For the opening session the following decisions were made

- Time schedule for the evening of February 9, between 19 00-21 00
- Objectives ice-breaking, creating a collaborative atmosphere, opportunity for each participant to introduce him/herself, creating the feeling of belonging to the whole group
- Training techniques

6 Closing session (February 15)

For the closing session the following decisions were made

- Time schedule the morning session 8 30-12 30
- Objectives debriefing and discussions on workshop feed-back, evaluation of the workshop, preparation of the next steps interventions into participants organizations

2.2. Workshop process

The workshop process followed in general the TQMn manuals indications. The trainers used their experience to make the learning process more accessible and interesting, involving the participants in their presentations

During the introductory session on February 9, that was held as scheduled, between 19 00 -21 00 the following activities were conducted

- Each participant, trainer and guest introduced him/her self using a crossword exercise
- Participants, trainers and guests were distributed into four groups based on their birthday dates spring, summer, autumn and winter. Each group was asked to imagine an activity (singing, dancing, role playing) in order to involve the others

- Each team introduced itself by drawing a picture representing their city and describing themselves as community members

In the morning of February 10, 1997 a formal opening session has been held In this opening have participated Dr Fred Fisher, who has presented the overall USAID program for Local Government Development in Slovakia and its future steps up to 1999, Danka Palikova, president of the Foundation for Self Government Training, who has selected the participant cities teams, the trainers representing the Association for Management Training and Development Maria Dobesova, Magdalena Hladlovska, Lubomir Kapoun, Jozef Rebetak, Branislav Kalina and Jirka Chlumsky, Eva Kardos, the project manager and the FDLSP representatives, Ana Vasilache and Kristina Creosteanu as ICMA consultants and the representatives of 5 Slovak cities Kezmarok (3), Michalovce(3), Nove Zamky(3), Senec(3) and Trnava(5), in total 17 cities representatives

From 17 participants 16 were men and 1 women

From the total of 17, 12 participants represented the local governments and 5 the public work providers (private or state owned companies)

From 12 local government representatives, 4 persons were top managers (vice mayors and city managers), 2 were heads of departments and the rest, on-line members of the organizations

From 5 persons representing the public work providers, 2 were top managers and 3 on-line managers

For participants list see Attachment 2

A general presentation on Total Quality Management was presented and connected with the Total Quality Maintenance concept, related to the public works operation and maintenance

The workshop objectives were stated to develop participants' practical skills in using TQMn procedures and to help them to re-design their organization structure in order to improve the public works operation and maintenance

The workshop followed the steps and the procedures proposed by the manuals The six phases of Total Quality Maintenance process included

Phase 1 Facts finding

Phase 2 Problem identification and selection

Phase 3 Setting up the goal and the objectives for the problem solving

Phase 4 Strategic planning and resource mobilization

Phase 5 Organization and strategy implementation

Phase 6 Evaluation and monitoring process

The workshop focused on the street cleaning and road maintenance public work.

Each team representing a city, came with specific information on this specific public work Data have been collected using the pre-workshop assignments Each team identified different operation and maintenance problems They selected one problem that seemed to be more important and analyzed its causes, passing them through a prioritization process Each team established the goal and the objectives in order to solve the problem, they elaborated alternative strategies for achieving the goal and the objectives, selected the most appropriate strategy and elaborated an action plan to implement it. Each team presented how the organization structure has to be improved in order to implement the action plan and what available resources could be used A

monitoring system was imagined by each team in order to control the action plan implementation and the problem solving

For details on Teams work results see Attachment 3

The Total Quality Management concepts (meaning not only standards implementation but also customer options and their reaction research) related to the Total Quality Maintenance process for the public works operation and maintenance functions enriched the overall workshop content

The discussions on Management Information System helped the participants to become aware of the information system they used to get the information requested through the pre-work assignment forms and to improve the existing information system in their organizations

3 CONCLUSIONS

Observing the TQMn training planning and implementation process, based on their previous experience, the ICMA consultants conclusions are as follows

Workshop strengths

- The workshop has been seriously and thoroughly planned, concerning its content, process, training materials and logistics,
- The trainers proved to be very realistic in their design the daily schedule has been strictly followed, without delays or unpredictable events,
- The trainers proved to be very professional, using interactive methods during their presentations, in order to involve participants and to focus their attention, using energizer exercises whenever the atmosphere needed to be warmed-up, using daily measurements of participants „temperature” (showing their level of interest, satisfaction or knowledge improvement), establishing a psychological contract between trainers and participants, respected by both sides during the workshop
- The plenary and group sessions as well as the visit to Senec public work provider company, represented great opportunities for participants not only to share ideas and experience, but to become friends and partners for future projects
- The debriefing sessions at each day end and recapitulation sessions at each day beginning, made the learning process more effective
- Participants appreciated the idea of working on their real problems, discovered the benefits of working in teams and of learning how to become more efficient

Workshop weaknesses

- Passing the overall control of a day activity from each other, because each trainer was in charge in turn, made the trainers work more difficult, especially in ensuring the workshop continuity and in coordinating the groups work
- Trying to enrich the workshop content with supplementary concepts, led to the complication of workshop logical process as negative side effect
- The lack of expertise in public administration issues proved to be sometimes a handicap for the trainers when working in groups and when asked to be not only facilitators but also consultants/experts

4 RECOMMENDATIONS

Based on the above mentioned conclusions, the ICMA consultants have the following recommendations for the further TQMn Training Program implementation and development

- Improve trainers knowledge in public administration and public works management concepts, or take into consideration the possibility to enlarge the trainers team with persons coming from or working for local governments,
- Each team should work with the same trainer during the workshop, in order to keep a clear perspective on their problem solving process,
- A main trainer should lead the whole workshop process in order to provide the same approach in each of the working groups,
- More emphasis should be put on the problem identification process (including the problem statement), which is the key phase of the workshop,
- The logical continuity between problem-goal-objectives-strategies-action plans should be followed and recalled during the workshop,
- The proposed workshop process from the manuals should be followed more closely, because it is clear and simple, being an effective approach of a problem solving process where different organizations in complex situations/relationships are involved,
- Provide a longer period between the workshop and the training interventions, in order to give time to participants to start implementing the changes and to identify the encountered obstacles,
- Assure the participation to the workshop of persons having decision power, in order to facilitate the action plans implementation and the interventions stage

5 FOLLOW-UP ASSISTANCE

All the teams except Senec agreed to have training interventions in their organizations, as a follow-up step of the TQMn workshop

Between March 14-15, 1997 it was decided that a meeting will be held in Senec, in order to prepare the training interventions. Some participants considered the term (March 14) too close, because they have to present the workshop results to their mayors, to analyze them and then to obtain their approval for the intervention workshops

The participants agreed with the trainers that the meeting will focus on two issues

Reporting on the action plans implementation stage

The participants will report on the following issues

- detailed action plan
- changes in the action plan (why? who made them?)
- stage of implementation
- obstacles encountered during the implementation process
- stakeholders and procedures that helped to the implementation process

Planning the training interventions

The following issues will be clarified

- goal and objectives of the intervention
- participants expectations concerning the intervention
- trainers role during the intervention

The intervention workshop consists in a in-house facilitated meeting between the TQMn local participants and other local stakeholders in order to implement successfully the action plan and strategy for improving the street cleaning and road maintenance performance

The interventions approximate dates and the trainers teams were decided as follows

Kezmarok April 7-11, 1997 Trainers Magdalena Hradlovska and Branislav Kalina
Michalovce April 7-11, 1997 Trainers Maria Dobesova and Jirka Chlumsky
Nove Zamky April 30-May 4 Trainers Maria Dobesova and Jirka Chlumsky
Trnava April 7-11, 1997 Trainers Jozef Rebetak and Lubomir Kapoun

Ana Vasilache and Kristina Creosteanu will participate in two training interventions, between April 7-11, 1997 The cities will be probably Trnava and Kezmarok, but the final decision will be made after the March 14-15 preparatory meeting

They will give feed-back on the training interventions planning by fax or e-mail, after receiving the preparatory meeting results

They will give further support during the training interventions implementation, assessing in their report the impact on Slovak local governments performance improvement.

Public Works Total Quality Maintenance Workshop
Street cleaning and Road Maintenance
February 7-15, 1997
Senec, SLOVAKIA

FIRST DAY

- 8 30 - 9 00 Introduction to the project
9 00 - 9 15 Introduction of the new participants
9 15 - 9 30 Presentation aims of the workshop and the current day schedule
9 30 - 10 15 Participants expectations, Psychological Contract
10 15 - 10 30 Coffee break
10 30 - 10 45 Presentation aims of the first day
Lecturette Facts finding
10 45 - 11 00 Presentation TQM Philosophy
11 00 - 12 30 Small groups work Analysis of information system based on participants
pre-work assignments
- barriers in collecting the information
- sources of information
- supporting factors in collecting information
Groups report in plenary session
12 30 - 14 00 Lunch
14 00 - 15 00 Small group work Exercise 2 (from the manual) Facts finding
- opportunities and ways to improve work in their cities
- report in plenary session
Debriefing What we have learned from other cities ?
- small group work for analysing situations, problems and their impact on
public works management, strengths and weaknesses of local management
- each participant fill his/her participant notebook
-
- 17 30 - 19 30 Cities introduction
All the participants teams, the trainers and the Romanian consultants have
introduced their city/country

DAY 2

- 8 30 - 9 15 Introduction summary of the first day
Second day objectives
- 9 15 - 9 45 Presentation Problem solving process
- problem solving loop
- divergent/convergent methods for problem finding and analysing
- diagrams/visualisation methods
Lecturette Differences between problem-its causes-its symptoms
- 9 45 - 10 15 Coffee break
- 10 15 - 11 00 Case study Central bus parking for Ruma1 - small groups work
- 11 00 - 11 10 Identification of the real problem
- 11 10 - 12 30 Problem priority setting using the pre/work assignments
- small groups work
- discussion in plenary session
- 12 30 - 14 00 Lunch
- 14 00 - 16 30 Multiple cause analysis - small groups work
- analysis of identified problem causes
- groups presentation and discussion in a plenary session
- 16 30 - 16 45 Coffee break
- 16 45 - 17 30 Debriefing - small groups work
Key-words exercise - small groups work
„Day’s enrichment”
- Greenway garage (small groups work and presentation in plenary session) or „Paper box production” (from trainers guide)

Input to day 2	symptoms/facts/barriers
Output from day 2	problem identification and prioritisation problem causes analysis
Objectives of day 2	- to be aware of the problem solving process - to set priority of real problems - to select one of the problem possible causes

DAY 3

- 8 30 - 9 00 **Introduction**
- comments on the previous day information
 - objectives of the day
 - introduction of stakeholders term
- 9 00 - 10 00 **Presentation Goal formulation**
- individual perception
 - group goal
 - specific formulation
- 10 00 - 11 00 **Objectives definition and setting up - small group work**
- objectives as steps to the goal
 - objectives structure
 - aims according to the phases
 - checkout of objectives formulation (SMART Specific, Measurable, Attainable, Realistic and Time bounded)
- 11 00 - 12 30 **Debriefing**
- presentation in plenary session
 - information for participants notebooks
 - feed-back from the other groups
- 12 30 - 14 00 **Lunch**
- 14 00 - 14 30 **Presentation Service delivery**
- privatisation of services
 - delegation of service providing to other organizations
- 14 30 - 16 00 **Stakeholders analysis**
- individual chart (list)
 - drawing of a general picture
 - Pereto chart (selection of 5 the most important stakeholders)
 - stakeholders influence on problem solving (brainstorming)
 - preparing the present
- 16 00 - 17 00 **Presentation in plenary session**
- stakeholders diagram
 - selection and analysis of the 5 most important
- 17 00 - 17 30 **Debriefing**
- What has each team learned from the others?
 - Discussions on the information from participants notebooks
-
- 19 00 - 20 00 **Technical problem that can have two solutions (influence each other)**

DAY 4

- 8 30 - 8 45 **Introduction**
- short discussion in the plenary session on previous day information
- proposed schedule for the current day
- 8 45 - 9 15 **Lecturette Problem solving-goal-objectives-strategy relationship**
- strategic planning
- resources analysis
- 9 15 - 9 30 **Coffee break**
- 9 30 - 11 00 **Planning the strategies small groups work**
- definition of alternative strategies
- prioritisation and selection of the best strategy
- 11 00 - 11 15 **Coffee break**
- 11 15 - 12 00 **Presentation in plenary session**
- 12 00 - 12 30 **Debriefing - small groups work**
- evaluation of procedures and results
- things to remember from the others experience
- 12 30 - 14 00 **Lunch**
- 14 00 - 14 30 **Lecturette Action planning**
- action planning procedures
- quality benchmarks
- resource mobilisation
- 14 30 - 16 30 **Action plans preparation - small group work**
- steps for planning (brainstorming)
- description of the on-going process (flow-chart)
- defining the quality benchmarks
- resource analysis (questionnaire handbook 3)
- 16 30 - 16 45 **Coffee break**
- 16 45 - 17 30 **Action plans presentation in the plenary session**
-
- 19 00 - 20 00 **Plenary session TQM - General overview**
- details on TQM principles and their implementation

DAY 5

- 8 30 - 9 15 Introduction**
- reflection on previous days work and its finality
- 9 15 - 9 30 Coffee break**
- 9 30 - 10 10 Presentation (slides) in plenary session The organization structure**
- Phase 5 Organization and implementation
- three types of organization schemes the participants fill them with advantages and disadvantages
- 10 10 - 11 00 New organization scheme- small groups work**
- changes in the organization structure in order to improve the public work performance and accountability
- 11 00 - 12 30 Presentation of the new scheme in the plenary session**
- 12 30 - 13 30 Lunch**
- 13 30 - 14 30 Visit to the Senec street cleaning company**
- 14 30 - 15 00 Force-field analysis - small groups work**
- 16 00 - 17 30 Presentation of the force-field analysis in the plenary session**

19 00 - 20 00 Information and agreement on the project follow-up steps

DAY 6

- 8 30 - 9 15 **Introduction**
- reflection on the previous 5 days groups work
- presentation of day's goal and schedule
- 9 15 - 9 30 **Presentation Monitoring System development**
- discussions in the plenary session
- 9 30 - 9 50 **Coffee break**
- 9 50 - 10 40 **Development and implementation of the monitoring system**
- small groups work
- 10 40 - 11 30 **Groups presentation in the plenary session**
- 11 30 - 12 00 **Debriefing**
- reflection on how to use creatively the others experience
- discussions on how to organise and support the next phase of the project
the interventions in the participants organizations
- 12 00 - 12 30 **Groups presentation and comments**
- 12 30 - 13 00 **Closing session**
- details on the next project phase implementation
- details on TQM

Účastníci workshopu SPÚ VPS

List of TQMn workshop participants

SENEC 9. - 15. Február 1997

Meno	Organizácia / funkcia	Kontaktná adresa, telefón	Poznámky
MICHALOVCE			
1 JUDr Gabriel DORIČ	MU - prednosta	Nam.Osloboditeľov	Tel.0946/443 523
2 Ing Radovan ČOLLAČ	MÚ -ved oddelenia podnikateľ činnosti	Nam Osloboditeľov	Tel 0946 / 441 528
3 František OLHA	T a ZS Michalovce ved useku mes.komun	Partizanska 52	Tel 0946 / 228 90
TRNAVA			
1 Ing Ivan MIČKA	Mesto Trnava zastupca prmatora	Hlavna 1	Tel 0805 / 511 767
2 Ing Juraj TIBENSKÝ	MsU Trnava prednosta	Trhova 3	
3 Ing Jozef JAKUBEC	MsU Trnava veduci useku živ pros ved usekeku	Trhova 3	Tel 0805 / 511 395
4 Juraj KRIŠTOFIK	JUPET - majiteľ	Trnava, Priemyselna č 5	Tel 0805 / 531 075
5 Ing Milan HABA	MsU Trnava veduci, odborný referent dopravy	Trhova 3 PSČ 917 71	Tel 0805 /511 215
NOVE ZAMKY			
1 Ing Anna HUSLICOVA	Veduci odborný referent „ MsÚ“	Nabrežna 73 940 57 Nove Zámky	Tel. doma 0817 / 410 335
2 Ing Gabriel VARGA	ved Oddelenie inžinier činnosti a dopravy	T.G Masaryka 28 940 70 Nové Zámky	Tel. doma 0817/ 420 132
3. Milan ŠORDEJ	Branos s.r.o - ved.úseku MK	Viničná 23 940 01 Nov.Zámky	Te.domov: 0817/414 498 Vajantického 64, Nov.Zámky

M e n o	Organizácia / funkcia	Kontaktná adresa, telefón	P o z n á m k y:
SENEC			
1 Tibor ČASNY	MsÚ Senec referent organ odd	Mierove nám č.8 903 01 Senec	Tel. 592 3207 office 592 3535 home
2 Blažej MALY	výkonny riaditeľ VPP Senec spol s.r.o	Fándlyho 3 903 01 Senec	Tel. 592 3360 Fax. 592 3336
3 Roman ŠUPLATA	MsÚ - sam.odb referent odd vystavb	Mierové nam 8 903 01 Senec	Tel. 07 / 592 3466 MsÚ 07/ 592 3343 home
KEŽMAROK			
1. Ing Marian DAFČÍK	MsÚ Kežmarok prednosta	Hlavné nám č.1 060 01 Kežmarok	Tel 522 636
3. Ing Štefan ZIMA	MÚ - ved Odd majetko - práv a správy majetku+ved Odd výstavby a ŽP	Hlavné nam. č 1 060 01 Kežmarok	Tel 0968/ 522 632, 522 633 - MsÚ 0963 / 915 214 - domov
4 Jan HOLOVA	Tech služby s r o vedúci udržby MK	Komenského 34 060 01 Kežmarok	Tel. 0968 / 523 135,33 office 0968 / 523 368 home

Tréneri :

Trainers

M e n o	Organizácia / funkcia	Kontaktná adresa, telefón	P o z n á m k y:
1. PhDr Maria DOBEŠOVA, Csc	Psycholog tréner - konzultant	Vojenska 12 040 01 Košice 095/551 29	výber a rozvoj pracovníkov Tréning manažerských zručností
2. Ing Magdalena HIADLOVSKA,Csc	IROMAR EF UMB Banská Bystrica	Kyjevské nam 6 974 01 B Bystrica Tel /fax. 088/340 92	manažment uzemi marketing uzemi
3. Ing Jozef REBĚTAK, Csc.	AMTD SR prezident SOPK- RZ Žilina - zástupca riaditeľa	Čajakova 14, BA 07/ 397 341 Vysokoškolačkov 4 Žilina, Tel 089/32013	Tréning manaž Zručnosti Finančný manažment Organizačný rozvoj
4. Ing Branislav KALINA, Csc.	ATRM SR vice prezident	Čajakova 14, BA 07 / 397 341	Tréning manažer. Zručnosti Tréning volených predstavič. Organizačný/ osobný rozvoj
5. Ing Jirka CHLUMSKY	CERTOS s.r.o poradca , konzultant	Cyrila a Metoda 20 921 01 Piešťany	Tel/ fax. 0838/ 252 36 systemy kvality ISO 9000

			environmental ISO 14 000
6 Ing Lubomir KAPOUN	KM a K MtF STU Trnava, odbor asist.	Pavlnska 16 917 24 Trnava	Systémy kvality, SPC, nástroje a metod.kvality Tel 0805/ 511 032

OSTATNI

Anna VASILACHE	Foundation for Local Development and Public Service - director	ROMANIA Bucurest 7 1119 Tel. 40 1 650 71 76 40 1 311 10 12 email fdlsp@book Sfos ro	
Kristina CREOSTEANU	Foundation for Local Development and Public Service Board Member	Romania 2000 Brazor Tel./Fax 40 -68 - 31 5058	
Eva Kardos	LSGAC - project manager	Laurinska 3 BA, 533 3853	

KEZMAROK Team

Analysis of information collecting and processing system

1. Which were the information sources you used to fill the pre-work assignment ?

The information was offered by the private company that provides the public work operation and maintenance (street cleaning and road maintenance) for the city

2. How did you process the information you obtained ?

The team co-operated with the sources to update and to process the information and then to fill the pre-work assignment forms

3. Which were the main barriers for information collection?

- identification of the financial needs for the public work activity
- identification of the real costs of the public work

4. What did help you most with information collection ?

The manager of the company that provides the public services helped the team with information and detailed description of the process

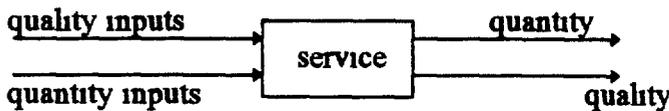
5. How the information system could be improved ?

Operation and maintenance of the public work should be provided by a private company instead of a state owned one

Phase 1. Fact finding

1 Describe the activities of the service you are providing

Street cleaning service



Inputs machine and car park, employees, materials, financial resources, monitoring system

Outputs clean roads and streets, repaired and well maintained roads, winter materials available (sand, salt, etc), satisfied citizens, increased road security

2 Internal and external obstacles for service delivery

Inside the city

- financial resources
- employees absenteeism
- low stimulation
- limited availability of employees for emergency situations

Outside the city

- announcements and regulations from Ministries
- poor co-operation with the City Hall employees dealing with public works management
- weather effects

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- percentage of road taxes from the total local taxes
- price levels for materials
- unclear ownership of streets and roads
- 3. Obstacles consequences on the service quality**
- low performance for emergency situations
- monopoly of the public work company has as results
 - lower quality of operation and maintenance performance
 - unsatisfied citizens, elected officials and civil servants
 - winter materials not enough and not prepared in time
- financial problems
 - the financial resources required for specific public works are not clear
 - the financial resources included in the local budget are not used properly
 - the financial monitoring system is not operating in good conditions
- there is not any control system of operation and maintenance performance
 - the City Hall tasks are not clearly defined
 - public work operation and maintenance is not completely defined
 - needs identification and the work description are not done
 - there is no performance control of the City Hall on the provider performance
- 4. What are the strengths of service operation and maintenance management**
- interest in identification of financial resources for public works operation and maintenance functions and for effectively spending money
- interest for a clear organization of the public works and a new performance oriented time frame
- both the Municipality and the contractor representatives aim to meet the citizens satisfaction concerning the public works quality and efficiency

Phase 2 Problem identification and analysis

1 What is the real problem ?

Knowing the optimal need for the financial resources division between streets and roads cleaning and maintenance

2 Why is it a problem ?

3 When and where is it a problem ?

All around the city, permanently

4 Whose problem is it ?

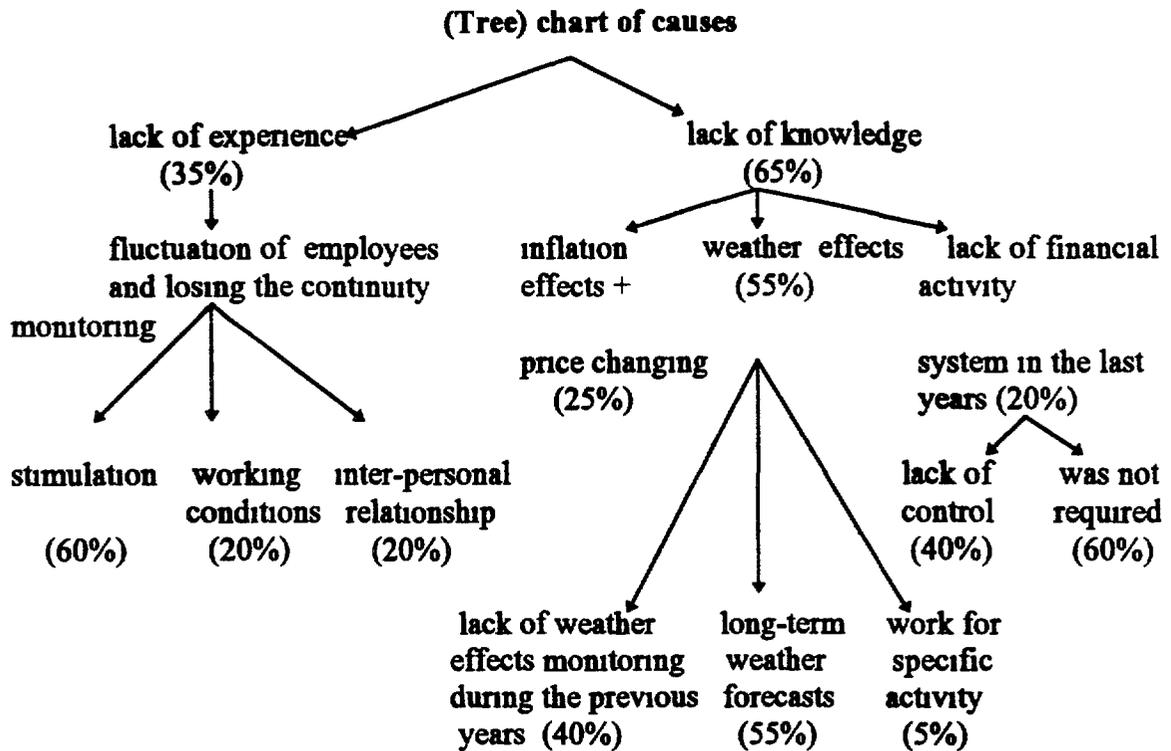
The City Hall has to organize and to monitor the public services

The providing company has to accomplish the quality criteria.

5 What would happen if it was not solved ?

The weak performance of a public work would affect the community as a whole

- car traffic problems
- pedestrian circulation problems
- possible accidents, damages, citizens complaints



Phase 3: Goal and objectives

Goal within 3 years there will be no complaints from citizens on street cleaning and road maintenance

Objectives

- providing financial resources
- finishing the walk sides building
- working out a concrete schedule for street cleaning
- the provider company repairs its machines
- providing, repairing and cleaning the traffic signs
- renovate and build streets and roads
- providing on time roads winter maintenance
- reacting in time to the citizens complaints

Phase 4 Strategic planning and resource mobilization

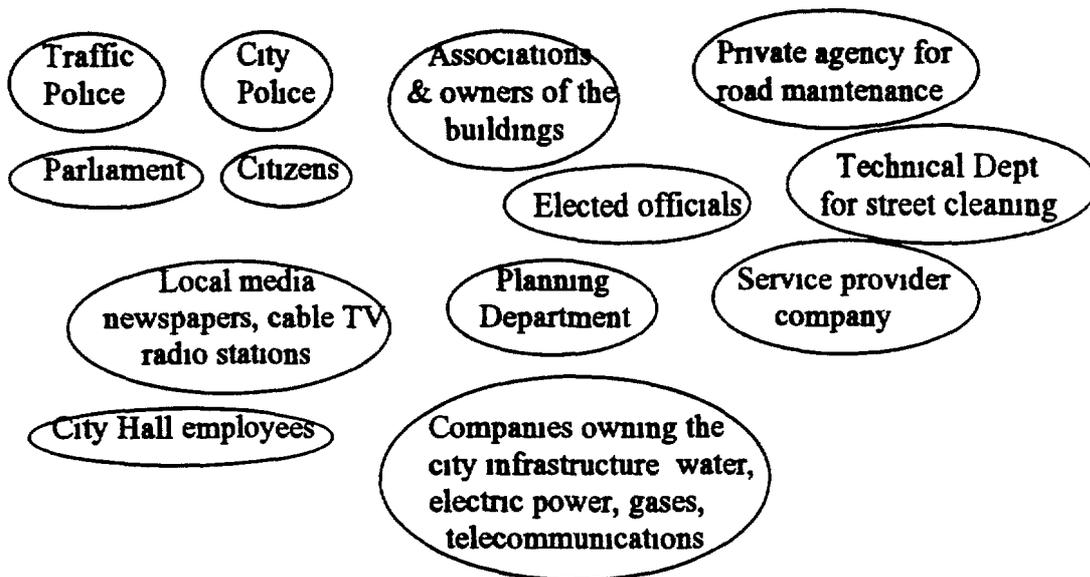
Stakeholders map and prioritization

Main stakeholders stimulation

Strategies to attract the stakeholders support

Strategic planning is the way managers make decisions necessary to keep infrastructure, utility networks, plants, buildings and equipment in serviceable condition while controlling costs

Stakeholders map



Goal Within 3 years there will be no important complaints of citizens regarding cleanliness and street & road technical condition (Class I-IV)

Objectives the participant wrote at random the objectives and then they put them together in groups of problems

- to look after financial resources
- to look after in time road repairing
- to provide winter road maintenance
- rehabilitation and expansion of the sewage system
- to finish the building of the pedestrian area
- to repair/clean the damaged traffic signs (*)
- roads and streets cleaning as scheduled (*)
- to answer the complaints and the claims of the citizens in appropriate time (*)

Alternative strategies identification and analysis

The participants selected the three main objectives (*) that could be finished during the first year. They analyzed them and generated strategies following specific criteria: time required, involved people, need of equipment and materials, financial resources available, other type of support.

The team selected strategy the City Hall will select the service provider for street cleaning and maintenance through a public bidding

**Phase 5 Implementation and efficiency
Action plan
for strategy implementation**

- 1 Obtaining information and data on the bidding conditions
Criterion data and information available to the City Hall
Dead line March 15, 1997
- 2 Data and information checking out in order to be complete and reliable
Criterion agreement
Dead line March 20, 1997
- 3 Stating the bidding conditions (criteria for winning)
Criterion City lawyer approval
Dead line March 25, 1997
- 4 Bidding published in the local media
Criterion local media co-operation
Dead line April 20, 1997
- 5 Establishing of the Bidding Commission
Criterion all the members agreed and signed
Dead line May 31, 1997
- 6 Bidding results evaluation
Criterion minutes signed by the chairperson
Dead line June 7, 1997
- 7 Announcement of the bidding results
Criterion mailing (by registered letter)
Dead line June 22, 1997
- 8 The parts sign the contract
Result contract signed
Dead line June 30, 1997

Phase 6 Quality assurance

- The service quality will be specified in the contract, following the legal framework The representatives of the City Hall departments (Economic, Technical and Legal) and the representatives of the provider firm (legal adviser and the executive director) will be in charge with defining the contracting clauses in accordance with the law
- The City Hall (through its special department) and the service provider will organize the monitoring system and procedures The head of the City Hall department and the provider firm manager will be in charge with organizing the monitoring system
- The citizens will be informed periodically on the monitoring results through the local media The City Hall and the provider company will co-operate with local media in order to inform the citizens

MICHALOVCE Team

Analysis of information collecting and processing system

1 Which were the information sources you used to fill the pre-work assignment ?

The source of information was the state owned company that provides the street cleaning and road maintenance services for the city and which collaborate very well with the City Hall

2 How did you process the information you obtained ?

City Hall employees and the state owned company employees processed together the information and helped to filling the pre-work assignment forms

3 Which were the main barriers for information collection?

- weak co-operation with the City Hall employees
- to short time available to fill the pre-work assignment forms
- bad weather and as a result, difficult communication for data collection

4. What did help you most with information collection ?

- the company very efficient information system
- the employees real support (they are on the way of preparing the digital map of the city, the first step for developing a GIS)

5. How the information system could be improved ?

- creating an information loop between the service providers and receivers

Phase 1 Fact finding

1 Describe the activities of the service you are providing

- street maintenance during the winter
- planning winter maintenance operations (tasks diagram)
- setting out the sectors (areas to provide maintenance)
- materials purchasing
- service monitoring system

2 Internal and external obstacles for service delivery

Internal machinery breakdown rate, people negative behavior, money awards (bonuses)

External environment, coordination of street winter maintenance in the frame of passportisation, financial support, autonomy of management

3. Obstacles consequences on the quality of service

- overcoming the time frame
- lack of coordination
- quality standards not reached or not established
- costs, damages for accidents, complaints

4. What are the strengths of service operation and maintenance

- well coordinated internal organization
- expertise
- knowing the priorities (action planning)

Phase 2. Problem identification and analysis

1 What is the real problem ?

Lack of satisfaction concerning the quality of winter road maintenance

2 Why is it a problem ?

Difficult car traffic and city catering during the winter

3 When and where is it a problem ?

All around the city during the winter

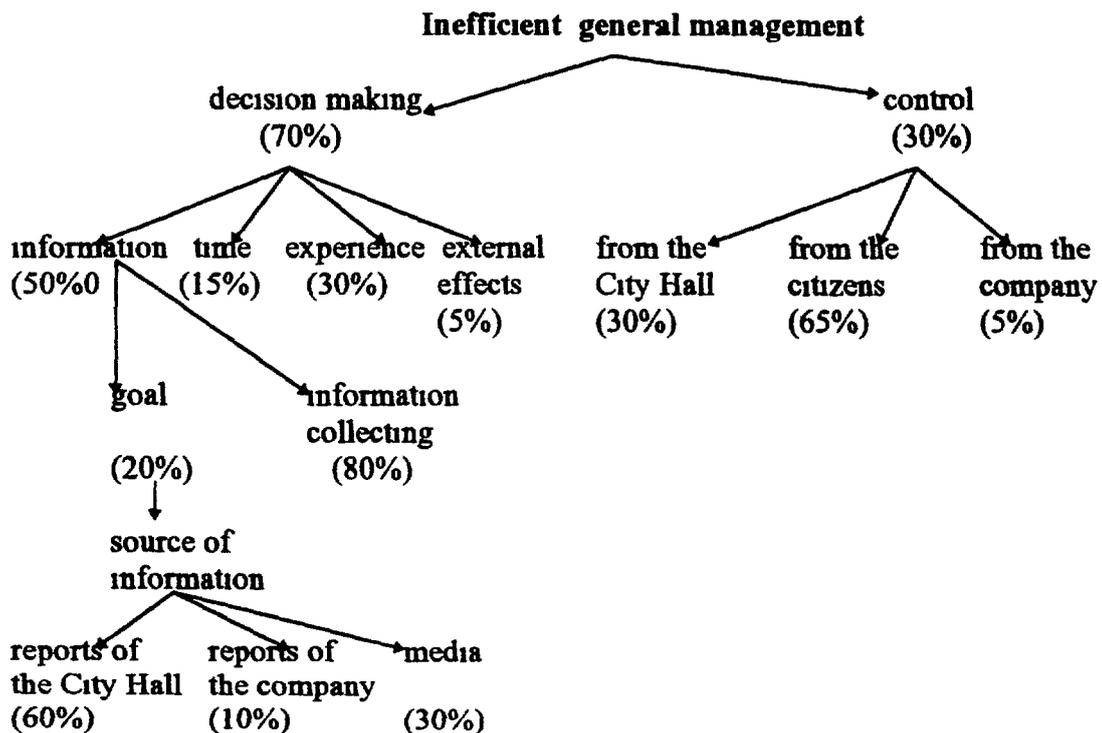
4 Whose problem is it ?

- the City Hall is responsible for the traffic flow and the citizens security
- the public work provider has to respect the contracted conditions

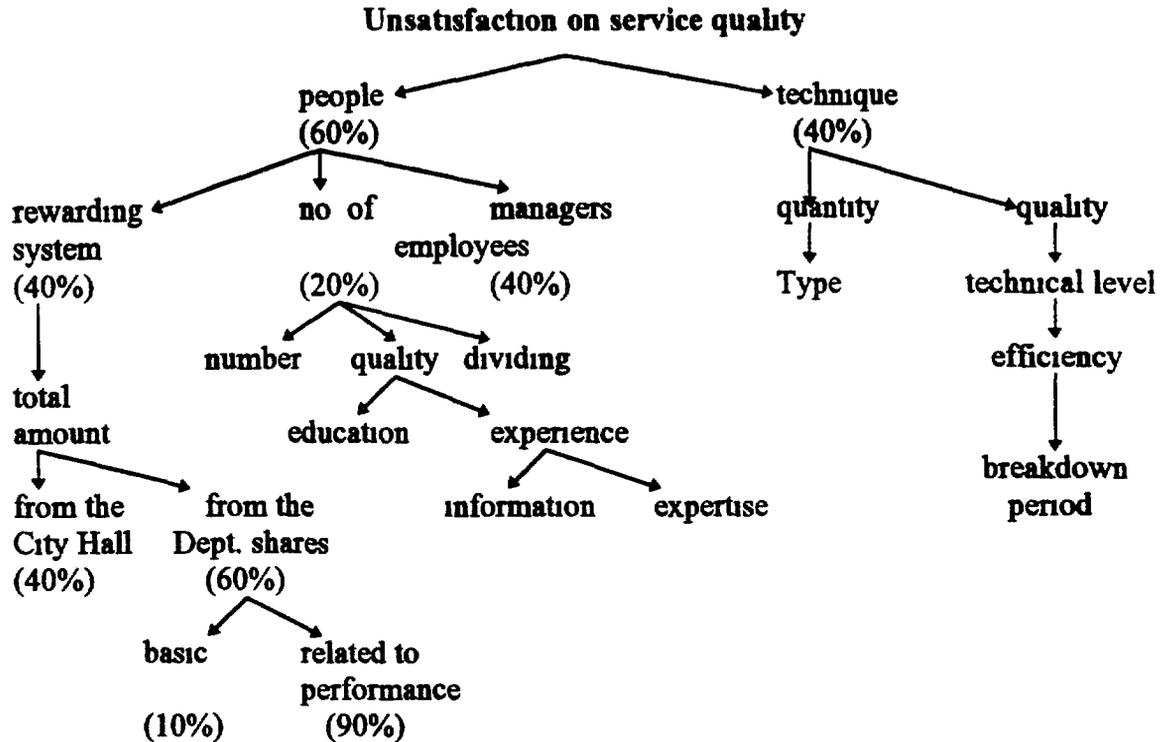
5 What would happen if it was not solved ?

- car accidents
- pedestrian accidents (possibility for injuries)
- big damages to the roads and streets
- losing the traffic control
- citizens complaints and the City Hall complaints to the company

(Tree) chart of causes



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Phase 3: Goal and objectives

Goal improving the winter road maintenance up to 2000

Objectives

- on September the preparation of the feasibility study on changing and improving the stock of machines in operation between 1998-2002 and introducing the proposal to the City Council to be approved
- preparing the 1997/1998 winter maintenance program by reaching the interest of the public works companies (ex 50% of the salary will be represented by the bonuses related to the performance)
- end of august 1997 working out the winter maintenance activities diagram (including the preparation phase)

Phase 4 Strategic planning and resource mobilization

Stakeholders map and prioritization

Main stakeholders stimulation

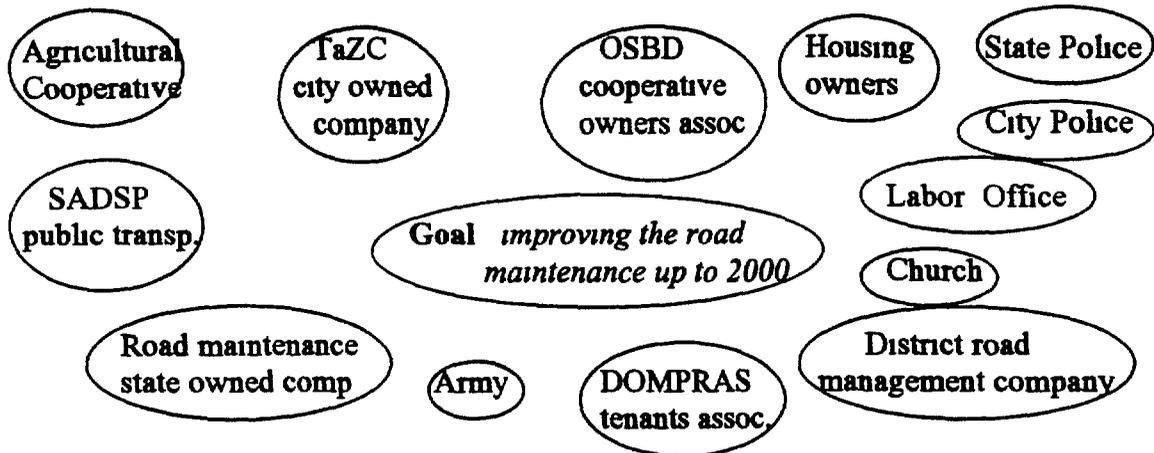
Strategies to attract the stakeholders support

Strategic planning is the way managers make decisions necessary to keep infrastructure, utility networks, plants, buildings and equipment in serviceable condition while controlling costs

All the stakeholders can provide equipment (machinery) for roads maintaining for all seasons

Slovak Road Management (district run company) and TaZC (city owned company) work together for providing the roads operation and maintenance

Stakeholders map



Ways to stimulate Slovak road management (district operated company) and the city owned company TaZC for helping to the goal achievement

Alternative strategies identification and analysis

The following alternatives in achieving the goal were identified and analyzed

- contracts providing mutual benefits
- contract conditions road planning, sewer cleaning, parks and recreation, road cleaning
- industrial water management
- ring-road building if a road is out of work for a period of time
- tax deductions if they invest in road maintenance improvement
- creating a snow tax
- housing owners have to clean the street in front of their property
- if a business does not clean or maintain the road
 - it will be forbidden to advertise in the city
 - its daily time table will be shortened
- if the business is cleaning and maintaining the road
 - can advertise in the city free of charge or can have discounts for advertising
 - benefits from priority in buying the building
 - can obtain a free parking card
- a ball organized by the two companies together
- harvesting apples together
- public contest „the cleanest pavement”

The team selected alternative the provider companies will analyze from the economical and technical points of view the equipment and the machine stock and will hire an expert to evaluate it.

**Phase 5 Implementation and efficiency
Action plan
for strategy implementation**

- 1 Defining the analysis content (equipment and machine stock technical and economical situation)
- 2 Analysis presentation to the mayor in order to get the approval
- 3 Agreement on required changes (if necessary)
- 4 Lobby to the stakeholders
- 5 Analysis results presentation to the City council in order to be approved
- 6 Discussion with the City Hall departments that are in charge with changing and improving the equipment and the machinery stock
- 7 Selection of the professional company that will run the evaluation
- 8 Analysis and its evaluation co-operation between the City Hall Economic department and the professional company
- 9 Issuing the final form of the analysis that will be presented to the City Council to be approved
- 10 Start working!

Task 7. Selection of the professional company for the evaluation process

WHO will be in charge the manager of the city road company

With WHOM he will co-operate the City Council Building authorization and contracting Committee, the legal department of the city company, the Technical Department of the city company, the Financial department of the City Hall

HOW LONG will it take 45 days

DEAD LINE June 30, 1997

CRITERIA for selecting the professional company

- expert criteria for selection (established by the City Council Committee)
- contracting criteria

RESOURCES

Financial financial resources of the City Hall and of the city company

Human experts required by the committee, members of the City Council Committee

Phase 6 Quality assurance

- The service quality will be specified by the contract between the City Hall and the two service provider partners the Slovak Road Management company (district run company) and TaZC (city owned company),
- The service quality will be evaluated by the City Hall departments,
- The citizens, elected officials and other interested parts complaints and suggestions will be taken in consideration during the monitoring activity,
- The service provider firms will issue periodically an informing report to the City council on the of service provided and on the problems they are facing

NOVE ZAMKY Team

Analysis of information collecting and processing system

1. Which were the information sources you used to fill the pre-work assignment ?

The team used two main information sources

- information and experience of the City Hall employees
- the private company (joint-venture with a foreign investor), that offered data and very detailed economic information, even from the previous years

2 How did you process the information you obtained ?

A team of City Hall employees and private company representatives worked together to process the information and to help in filling the pre-work assignment forms

3 Which were the main barriers for information collection?

- the private company financial strategy is secret
- Economic Department of the City Hall did not co-operate with other departments to help with financial information (weak communication among the City Hall departments)

4. What did help you most with information collection ?

- the list containing specific prices attached to different types of public works, available to the City Hall
- the City Hall newsletter with much public information (including technical issues)
- the info-panels in the district, posting civic information

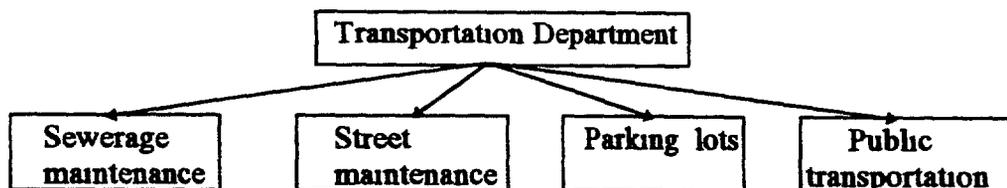
5. How the information system could be improved ?

The company prepares a detailed map and schedule of its activities and an annual budget. The City Hall can control the company's activity monitoring the budget, but the real on-field control is difficult to run. The solution could be the development of an efficient on-field control in order to get real information and data

Phase 1. Fact finding

1. Describe the activities of the service you are providing

- street cleaning and maintenance



- public transportation is not subordinated to the City Hall
- street cleaning and maintenance is controlled by the City Hall

- chain of coordination
- Mayor => City Development Department => ex-state owned company providing street cleaning and maintenance
(responsible with street cleaning)

2. Internal and external obstacles for service delivery

Internal.

- there is only one company that has contracted the street cleaning and maintenance with the City Hall => there is no competition and the quality of service is affected
- the County owns the streets and the Municipality has to maintain them

External

- Police department is not helping the Municipality in organizing a traffic signs program (including their replacement and security)
- weak financial support from the central government (there are four levels of administration central, region, district and local government, in Slovakia there are 10 regions and 79 districts)
- weak City Hall capacity for controlling the performance (of institution and of employees) and the finances

3 Obstacles consequences on the quality of service

- consequences on traffic security
- fines and damages for accidents
- lack of security on the streets

4 What are the strengths of service operation and maintenance management

The chain of decision making process

citizens => elected officials => executive staff => control to the company providing the public works

Phase 2 Problem identification and analysis

1 What is the real problem ?

Basic maintenance of streets and roads caused by the inefficient public works management

2 Why is it a problem ?

The services providing street cleaning and road maintenance are not satisfactory and affect negatively the car traffic and the pedestrian circulation on public areas

3 When and where is it a problem ?

It is a problem in all the public areas and permanently

4. Whose problem is it ?

- the City Hall is responsible for providing services to the community directly or by contracting them out, to private companies
- the City Hall is responsible for monitoring the public service delivery and its quality
- the private contractor has to operate according to the contract conditions

5 What would happen if it was not solved ?

The city would not have a street cleaning and road maintenance operational system, the public health would be endangered, the pollution would increase out of control

(Tree) chart of causes

Financial causes

- too small budget comparing with the work needed
- unclear land ownership
- monopoly of service provider
- lack of service quality in time
- robbery

External causes

- weather, season-related work
- citizens and elected officials high expectations
- weak co-operation between City Hall and Police Department
- legislation (public bidding conditions, lack of competition)

Work relations related causes

- the organization structure not very efficient
- lack of criteria for performance assessment
- lack of competence (authority is different from responsibility)
- the decision making process is not clearly defined
- the monitoring process for action plan implementation is not efficient
- lack of capacity and resources (human, materials, technique)
- inter-personal relation system and organizational relation system are not very efficient

Causes prioritization (rating 1= the most important to 7= the less important)

- control of performance 6
- planning 2
- management 1
- motivation 5
- relationship with the suppliers 4
- education 3
- information flow 7

Main Cause Public work management

- the organization structure is not clear, difficult to understand
- authority and responsibility are not balanced
- the work place has not attached a concrete activity
- the work process is not clear who is doing what, how and when ?
- endowments old equipment, no modernization or technical rehabilitation of existing machinery for long time ago, not enough and poor quality materials
- behavior get rid of weaknesses instead of preventing their repetition

Phase 3 Goal and objectives

Goal up to December 31, 2000 a functional information system for the City Hall employees will be implemented

Objectives

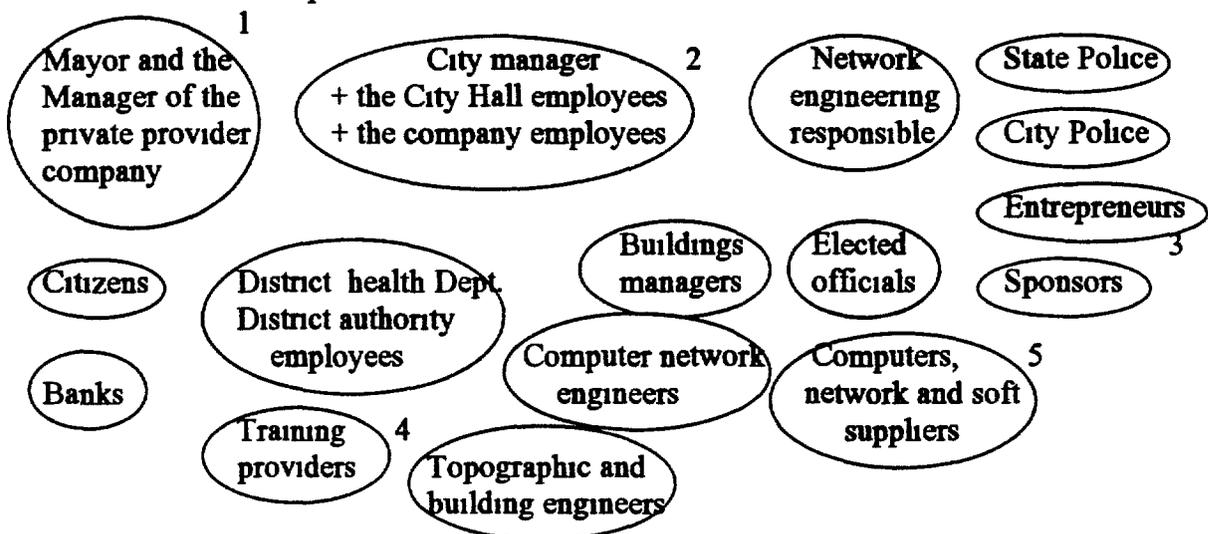
- processing and preparing the documentation for the organization system in each City Hall department
- preparing the draft project for the Management Information System concerning the City Hall organization structure

- processing and approving the employees permanent education and training program for operating the information system

Phase 4: Strategic planning and resource mobilization
Stakeholders map and prioritization
Main stakeholders stimulation
Strategies to attract the stakeholders support

Strategic planning is the way managers make decisions necessary to keep infrastructure, utility networks, plants, buildings and equipment in serviceable condition while controlling costs

The stakeholders map



The main stakeholder Mayor and Manager of the public works private provider company

Ways to stimulate the stakeholder interest and its commitment:

- informing on the advantages of an operational information system between the City Hall and the company
- select good timing for sharing information
- persistence in reminding and repeating the information system advantages
- negotiations
- encourage and take advantages from the Mayor's interest in computers
- manipulate him by letting him believe it was his idea
- show them a functional information system in another company
- warn him with annulling the contract if he does not agree with the implementation of the new information system
- show him how easy to operate is such a system and how useful are its results
- smile him during the whole week
- play soccer with him and always loose

Alternative strategies identification and analysis

The following alternatives in achieving the goal were identified and analyzed

A. Team of City Hall employees working as volunteers

- | | |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - they know the problem <ul style="list-style-type: none">- low costs- they are interested | (-) - difficult to have a general overview of the problem <ul style="list-style-type: none">- lack of knowledge on methodology- the operation process is not professionally driven- subjective points of view |
|------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

B Team of appointed City Hall employees

- | | |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - they know the problem <ul style="list-style-type: none">- low costs- they are interested | (-) - difficult to have a general overview of the problem <ul style="list-style-type: none">- lack of knowledge on methodology- the operation process is not professionally driven- subjective points of view- lack of interest- lack of criteria for selection |
|------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

C Using other organization system

- | | |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - short implementation time <ul style="list-style-type: none">- many possibilities for selection- opportunity to choose the quality of operating system | (-) - the system is not designed for our organization <ul style="list-style-type: none">- the system weaknesses will be taken as well |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------|

D Contracting the activity with a professional organization

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - minimum amount of work for the City Hall employees <ul style="list-style-type: none">- possibility to evaluate the process- control over the time frame- professional design and operation- process oriented activity | (-) - danger of wrong selection <ul style="list-style-type: none">- ignoring the real City Hall problem- very high financial requirements- improvement will involve big changes- closing the organization |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

E City Hall employees team supervised by professionals

- | | |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - fit to the City Hall conditions <ul style="list-style-type: none">- identify the real problem- complete knowledge of the system- appropriate professional & formal frame- independent points of view | (-) - lot of work <ul style="list-style-type: none">- lack of criteria for selection- high financial requirements |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|

F All City Hall employees

- | | |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (+) - low costs | (-) - unclear responsibility distribution <ul style="list-style-type: none">- lack of interest in changes- lack of possibilities for selection- unprofessional process, chaos |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

- requires long time for implementation
- subjective points of view

G *Distribution of responsibility between the City Hall and a professional organization*

- | | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>(+) - work concentration</p> <ul style="list-style-type: none"> - costs shared by the contracting parts - identification of the real problem | <p>(-) - unclear relationship between parts</p> <ul style="list-style-type: none"> - unclear formal frame - unclear responsibilities for project designing and implementation - wrong selection of the professional contractor - big changes for getting the improvements - some process steps are overlapping - closing the firm |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

The team selected alternative E

**Phase 5 Implementation and efficiency
Action plan
for implementing the strategy E**

- 1 Project approval by the City Council
- 2 Defining the requirements for financial control
- 3 Announcement for public bidding for selecting the professional consultant.
- 4 Evaluation and selection of professional consultant firm
- 5 Setting up the relationships and the responsibilities
 - Documentation approval
 - Announcement and employees informing
 - Preparation and approval of the action plan for running the process
 - Selection of the working team + responsibilities distribution
 - Instructions on the problem solving, the process, responsibilities and activities
 - Action plan implementation based on the approved process

Action 1 (criteria)

- report has to have a certain content
- report will be discussed in the City council Committees
- report will be prepared and announced in time

Action 2 (criteria)

- recommendations, bidding price, the limit date of the project

Action 3 (criteria)

- at least 3 competitors (3 applicants for the public bidding)
- less and most expensive offers are ignored
- the minutes on the evaluation process will be available

Phase 6 Quality assurance

- **The performance of the City Hall employees will be evaluated by the professional company,**
- **The professional company will provide technical assistance and consulting for the City Hall employees,**
- **The contract between the City Hall and the professional company will contain clear clauses on the responsibilities of each part,**
- **The implementation of the new information system has to have concrete and measurable results as the citizens and the elected officials complaints and suggestions registration, problem selection on public works fields of operation, an infrastructure technical monitoring system, information network between the City Hall and the public works service providers,**
- **The City Hall in co-operation with the provider companies will work out an on-field concrete monitoring system**

SENEC Team

Analysis of information collecting and processing system

1 Which were the information sources you used to fill the pre-work assignment ?

The sources of information were as follows

- private companies providing public works (street cleaning and road maintenance)
- information from the City Hall departments
- City Hall newsletter that contains information to the citizens on public services delivery

2 How did you process the information you obtained ?

All the stakeholders met and processed the information to be used for the pre-work assignment forms

3 Which were the main barriers for information collection?

Some of the pre-work assignment questions were not realistic

4 What did help you most with information collection ?

Negotiations between the stakeholders and the City Hall employees (they meet every Monday morning for an overview plan for the current week)

5 How the information system could be improved ?

- better co-operation between the interested factors in providing the public works

Phase 1 Fact finding

1 Describe the activities of the service you are providing

Service Street cleaning and roan maintenance

- traffic signs as part of the road maintenance
- City Hall employees preparatory work research, preparation of materials for the project
- public bidding for designing the project (lack of traffic engineers in the City Hall)
- preparation of the project theme
- project authorization by different institutions (Police Department, City Hall)
- decisions on
 - what will be done by the City Hall employees or by unemployed people
 - what will be done by outside contractors
- issuing orders
 - for the public service private company (provider)
 - for the traffic signs suppliers

2 Internal and external obstacles for service delivery

Internal financial (lack of financial resources), lack of traffic engineers, time pressure, the project approval takes long time, low qualification of unemployed workers, low motivation

External public opinion, weather conditions, long term for project approval, suppliers are not meeting the contracted terms, vandalism, lack of coordination of involved parties activity

3 Obstacles consequences on the quality of service

- complaints from citizens
- the City Hall employees are overwhelmed with work
- financial resources spent on projects
- damages claimed for accidents

4 What are the strengths of service operation and maintenance management

- using unemployed people
- saving in this way public money from budget

Phase 2: Problem identification and analysis

1 What is the real problem ?

Organization of car traffic and pedestrian circulation in the pedestrian area of the city

2 Why is it a problem ?

- there are different opinions on organizing the car and pedestrian circulation in the area
- there are opposite needs as citizens, employees working in the area, stores, clients, suppliers, tourists
- there was no specific architecture solution for the zone designing
- lack of financial resources
- solutions for the parking lots and the alternative access to the buildings were not offered
- there was no project for the pedestrian area when the road rehabilitation has started

3. When and where is it a problem ?

After the decision for creating a pedestrian zone has been taken, its implementation became immediately a serious problem for the city downtown

4. Whose problem is it ?

- the City Council as citizens representative
- the City Hall, which is responsible with City Council decisions implementation and with professional service providing
- the public works company, that has to provide services in the area
- businesses and inhabitants of the area
- Police Department which is responsible for the traffic flow all over the city

5 What would happen if it was not solved ?

- the downtown area of the city will not be used effectively and efficiently
- complaints from citizens and businesses
- car accidents and damages

(Tree) chart of causes

Technical causes

- planning and design activities are not compatible
 - the places for the traffic signs were not been planned and prepared
 - tiles are not suitable for car traffic
 - there is no technique for tiles maintenance and cleaning
- financial problems
 - City Council does not have enough money for the project
 - the land ownership is confusing
 - businesses are not persuaded to help financially the project
 - low possibility for outside investors in the project
- access problems in the pedestrian area no decisions were taken concerning
 - who is allowed to access the pedestrian area and when

- who is expected
- how the access for Police and firemen is possible
- the goods providers for the stores in the area
- fees for allowing the access
- parking taxes
- various opinions on who will issue the access permits and which will be the access permit conditions

Human causes'

- businesses needs goods delivery and employees access
- weak civil servants professional skills lack of a project that should set up where the traffic signs have to be installed, the types of traffic signs that should be used, the impact of such a project on the car traffic, pedestrian flow, businesses and other offices activities
- bureaucracy time consuming approval process (in the City Hall and in other organizations)

Phase 3 Goal and objectives

Goal up to 2000 the pedestrian and the cars traffic will be organized following the City local regulations (traffic organization for the pedestrian downtown area and for the parallel streets) and in co-operation with the environment protection agency in order to reach citizens satisfaction

Objectives

- development of the city downtown traffic project
- co-operation with other City Halls in order to develop the new traffic project
- purchasing special equipment for tile cleaning on the pedestrian area
- development of the parking regulations system (parking fees)

Phase 4 Strategic planning and resource mobilization

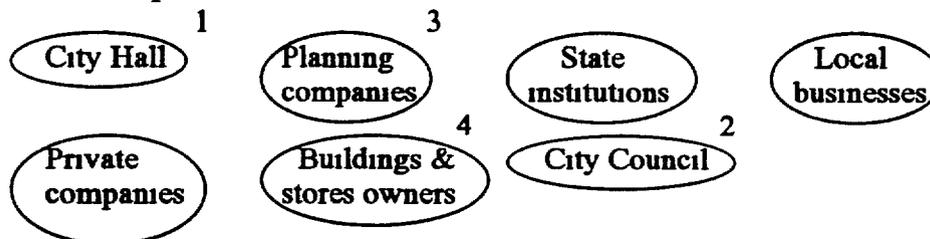
Stakeholders map and prioritization

Main stakeholders stimulation

Strategies to attract the stakeholders support

Strategic planning is the way managers make decisions necessary to keep infrastructure, utility networks, plants, buildings and equipment in serviceable condition while controlling costs

Stakeholder map



Main stakeholder the City Hall , the second stakeholder the City Council

Ways to stimulate the City Council interest and involvement

- involve the councilors in the city development
- offer to the City Council opportunities for co-operation

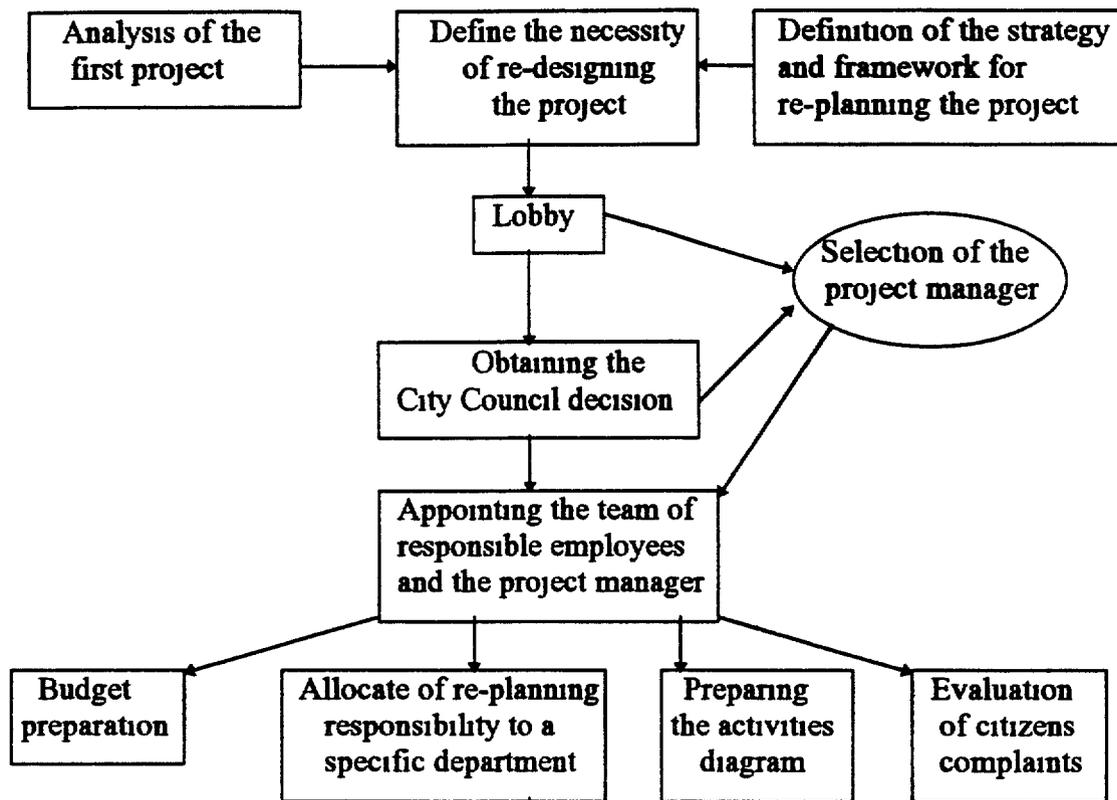
D Ignoring the problem

The strategies prioritization was made by rating them from 1 to 3 following certain criteria time consuming, people work loading, service quality, corruption risk, feasibility, etc The selected strategy was B (23 points) Strategy A got 22 point and strategy 3 got 17 points

The team selected alternative B

Phase 5 Implementation and efficiency

**Action plan
for implementing strategy B**



Project finished

Phase 6 Quality assurance

- **The City Hall Urban Planning Department will be in charge with monitoring the development and the implementation of the new project, it will co-operate with the selected planning company in order to develop an efficient project,**
- **The City Hall department will be in charge with organizing the public bidding concerning all the works and activities involved in the project implementation implementation of the new urban plan for the pedestrian area, implementation of the new design for cars traffic surrounding the pedestrian area, replacing and rehabilitation of the traffic signs, etc**
- **The City Hall department will be in charge with monitoring the traffic influence on the residents, based on their requirements, observations and suggestions,**
- **The City Hall will develop a concrete co-operation agreement with the City Police Department, that will be monitored by both parts**

TRNAVA Team

Analysis of information collecting and processing system

1 Which were the information sources you used to fill the pre-work assignment ?

The team used several sources as

- analyze list of street cleaning and maintenance held by the City Hall special department
- annual local budget for 1995 and for 1996
- a written proposal for the city future development plan
- the information and the experience of the City Hall employees
- economic information provided by the private company (IUPET)

2 How did you process the information you obtained ?

There were created groups of interested and competent people for collecting and processing the information. Each group was focused on a specific issue. These groups helped the team to fill the pre-work assignment forms.

3 Which were the main barriers for information collection?

- different points of view on the same issue
- the team members and the people invited to co-operate for collecting and processing the information were not clear on how the workshop will help to solve their problem

4 What did help you most with information collection ?

The work experience of the City Hall employees and the managerial and technical experience of the private provider company manager.

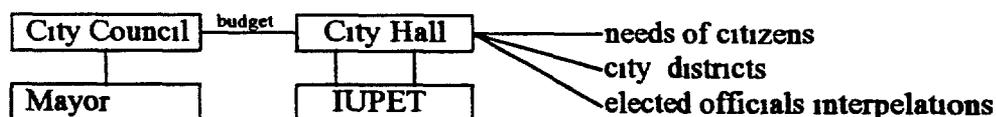
5 How the information system could be improved ?

- more effective organization of the provider company activity
- organizing of public bidding for each type of public work
- development of an coherent monitoring system (feed-back on the activity concrete results)

Phase 1- Fact finding

1 Describe the activities of the service you are providing

- maintenance and repairs of streets and their infrastructure
- the service is provided by a private outside contractor IUPET



2. Internal and external obstacles for service delivery

Internal: financial resources, special machinery and equipment, personnel and organization issues, individual interest, City Council-executive staff relationship

External: season-related work, supplier-purchaser relationships, networks engineering, legislation

3 Obstacles consequences on the quality of service

- delays in decision making process
- additional decisions
- increase of the traffic flow on the streets
- citizens unsatisfaction (fines and damages for accidents)
- unnecessary relation between the works
- more repairs needed, more frequently => increase of costs
- low efficiency of invested resources
- stress

4 What are the strengths of service operation and maintenance

Availability for co-operation and management flexibility

Phase 2: Problem identification and analysis

1. What is the real problem ?

20% of the city streets and roads are not clean and well maintained

2 Why is it a problem ?

The city current activity is disturbed (traffic flow is slower, the citizens complain, businesses suppliers affected, etc)

3 When and where is it a problem ?

All around the city and during all the year

4 Whose problem is it ?

The City Council

- following the personal interest
- unwillingness to accept experts
- identification of different priorities

The City Hall is responsible for streets and roads cleaning and maintenance

The owners of the road infrastructure (cables, pipes, etc)

The manager of the public work provider company

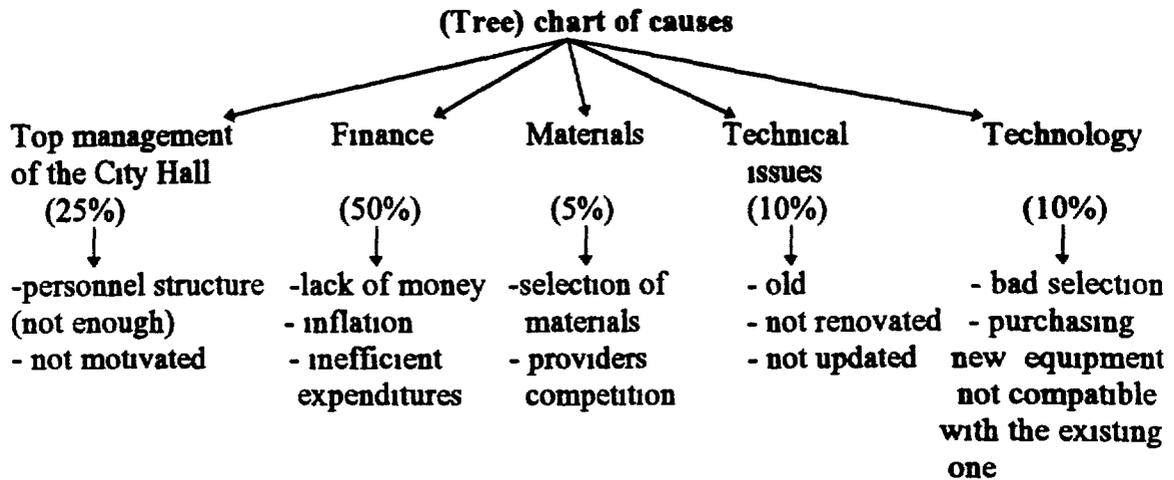
Materials and equipment suppliers

5 What would happen if it was not solved ?

- increasing of accident rate, variations in the traffic intensity
- complaints from citizens, damages
- weather conditions
- the legislation is not specific enough to help in preventing the damages
- inherited roads

Available resources.

- financial (25%)
- materials (5%)
- technique (10%)
- technology (10%)



Phase 3: Goal and objectives

Goal within 8 years a better road and streets maintenance will be achieved

Objectives

- preparing a more efficient City Hall organization structure 6 months
- preparation of an action plan for street repairing 6 months
- planning of a financial security program for goal achievement 6 months
- persuading the City Council to be committed to the goal 1 year
-

Phase 4 Strategic planning and resource mobilization

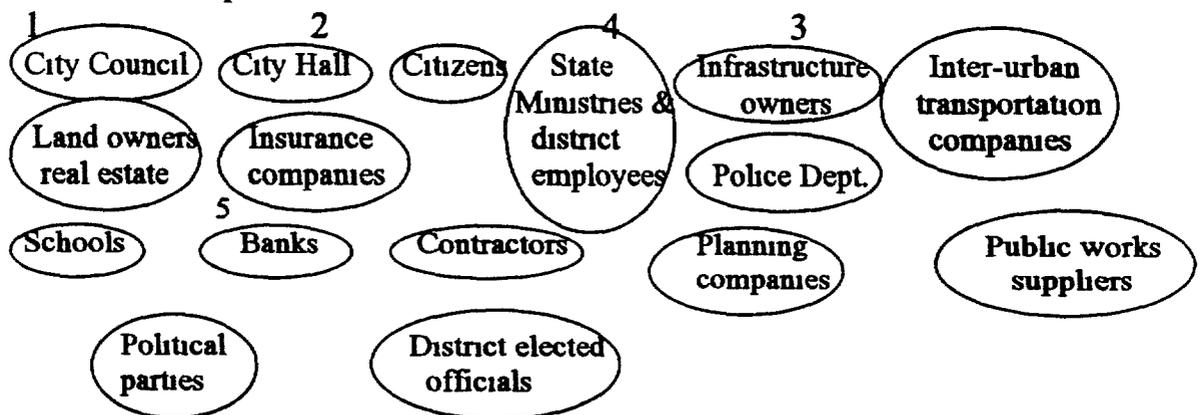
Stakeholders map and prioritization

Main stakeholders stimulation

Strategies to attract the stakeholders support

Strategic planning is the way managers make decisions necessary to keep infrastructure, utility networks, plants, buildings and equipment in serviceable condition while controlling costs

Stakeholder map



The main stakeholder. The City Council

Strategies to attract the City Council interest and commitment

- arguments focused on goal and objectives
- lobby to the political parties
- focus on and stimulation of city interest
- interpellations from citizens
- Police statistics and drivers complaints
- real facts demonstration (photos, videotapes, films)

Proposed solution Delegation of services according to the goal

Service providers selection

- by compulsory competitive tendering
- by order

Project selection

- by compulsory competitive tendering
- (+) -save the City Hall resources (professional skills and finance)
- (-) - weak monitoring possibilities

Alternative strategies identification and analysis

Goal Within 8 years a better road & street maintenance situation will be achieved

Objective 1 creating a more efficient City Hall organization structure

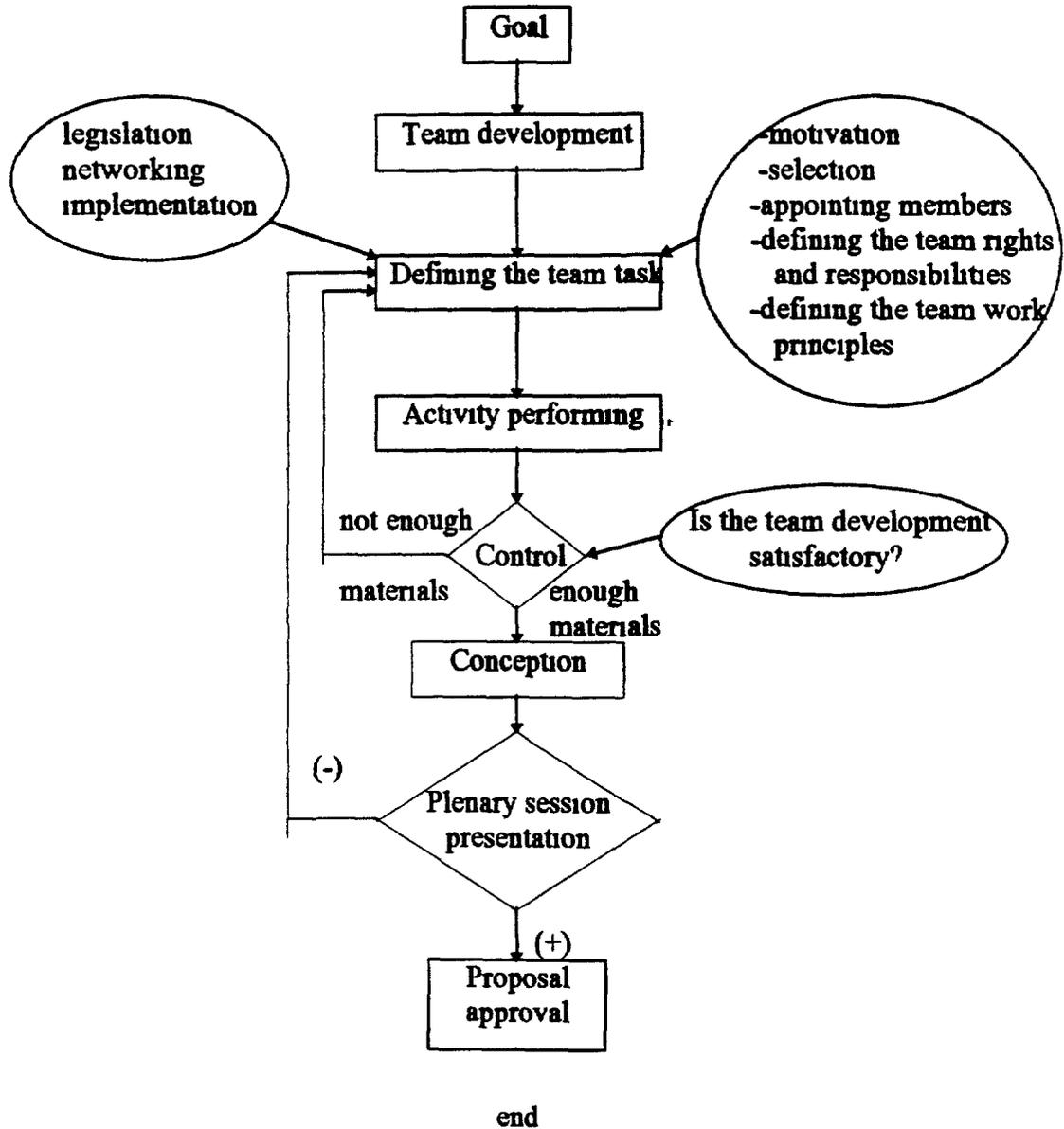
The team selected alternative: delegation of services and selecting a team to supervise them

Phase 5: Implementation and efficiency

**Action plan
for strategy implementation**

- 1 Selection and appointment of the team members,
- 2 Identification of the team principles and of its members rights and duties,
- 3 Responsibilities distribution between the team members,
- 4 Inputs updating,
- 5 Street selection,
- 6 Clarifying the streets and roads property ownership,
- 7 Definition of the existing conditions,
- 8 Urban planning,
- 9 Street distribution using the established criteria,
- 10 Defining the criteria for work evaluation,
- 11 Economic analysis,
- 12 Working out costs forecasts,
- 13 Administration work,
- 14 Manager's network coordination,
- 15 Consulting the stakeholders

Action plan development



Objective 3- Street repairing diagram

Alternative strategies

Based on the citizens and elected officials complaints, suggestions and observations, the following alternatives were taken in account

- 1 A team of City Hall employees will run the work
- 2 The work will be contracted out to a professional firm
- 3 Combination of 1 and 2

Phase 6 Quality assurance

- **The appointed team will be controlled by the City hall departments according to its responsibilities established by the team work description The team will co-operate with the service provider companies based on written agreements, approved by the City Council,**
- **The team will issue periodical reports on its work with specific references to the public works and their performance,**
- **The team co-operates with the public service providers in order to improve their performance and to obtain the citizens satisfaction,**
- **The team will collect the citizens complaints, suggestions and proposals and will use them as database for public works monitoring process**

**TOTAL QUALITY MAINTENANCE PROJECT
IMPLEMENTATION**

1ST WORKSHOP - 7 - 15. February, 1997, Senec, Slovakia

Evaluation form for organizational issues of the Workshop

		Very Good				Bad
1	Information about the workshop	1	2	3	4	5
2	The process of registration & introduction	1	2	3	4	5
3	Technical equipment in the workshop rooms	1	2	3	4	5
4	Accommodation	1	2	3	4	5
5	Meal	1	2	3	4	5
6	Time-schedule for the Workshop days	1	2	3	4	5
7	Overall satisfaction with the organization of the workshop	1	2	3	4	5
8	Would you appreciate a form of certificate about your participation in TQMn project?	YES			NO	
9	Other additional comments	-----				

Thank you !

RESULTS (answers from 11 participants)

1	3 33	5. 1	9 I don't have, Thank you, shorten the length of the workshop to 4 days Ing. Chlumsky was excellent
2	1 58	6. 1 54	
3	1 2	7. 1 08	
4	1	8 YES	

Workshop Objectives (results of 11 questionnaires)

		Results
1	To what extend did the workshop meet the following learning objectives	
1 1	Increased participant knowledge and understanding about the management of operation and maintenance functions at he local government level	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	5.9
1 2	Increased participant skills in the team decision making and problem solving based on their O & M responsibilities	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	5.75
1 3	Provided an oppportunity for participants working in teams, to carry out a detailed examination of one specific O & M function from the experience of their respective local authorities	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	5.325
1 4	Assisted participant teams to prepare back-home action plans that will help them improve the management of O & M in their respective organizations	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	5.25
2	How relevant was the workshop to your job responsibilities ?	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	4.5
3	To what extend was the content of the workshop relevant to the needs and practices of your organization ?	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	6 15
4	How helpful will this learning experience be in assisting you and members of your team to improve your organization's operation and maintenance programs ?	
	NOT AT ALL <u>1 2 3 4 5 6 7</u> TO A GREAT EXTENT	5 625

5 How useful were TQMn model and diagnostic materials in helping you understand better how to address O & M responsibilities in your local government ?

NOT AT ALL 1 2 3 4 5 6 7 TO A GREAT EXTENT

Results
6.05

Workshop Design and Content

6 How effective were the following training/learning techniques used during the workshop ?

6.1 Pre-workshop assignment

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

3.2

6.2 Group discussions

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

6.025

6.3 Training staff inputs

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

6.4

6.4 The presentation and discussion of your O & M situation and how you and your team plan to improve it

NOT AT ALL 1 2 3 4 5 6 7 VERY EFFECTIVE

5.73

7 If you could make one change in the design and conduct of the workshop, what would it be? (Enter your answer in the box below. Be as specific as possible)
(see attachment #1)

Workshop Materials

Results

9 How useful were the following training materials in achieving the course objectives?

9 1 *Participant's Pre-workshop Assignment*

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

3 48

9 2 *Reader on Concepts and Strategies with Case Study*

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

5 43

9 3 *Blueprint for Action Workbook* (used during the workshop)

NOT AT ALL USEFUL 1 2 3 4 5 6 7 VERY USEFUL

5 7825

10 What could be done to make the training materials more useful? (Enter your answer in the box below Be as specific as possible)
(see attachment #2)

Attachment #1

7 If you could make one change in the design and conduct of the workshop, what would it be? (Enter your answer in the box below Be as specific as possible)

- first day - to be more acquainted, to create further criteria for acquaintance of participants (position, sport culture, collective interests)
- to make the 12 hour cycle shorter or to make the afternoon meetings by the form of relaxation or discussion
- without any changes
- to choose only one activity for all participated teams
- to decide the venue of the workshops so that all participants will have approximately the same distance to come there
- to observe complete teams
- 1 or 2-day briefing before the workshop
- to make the workshop shorter - 4 days
- the working day of workshop should finish by the dinner
- to make the evening activity more attractive
- to inform the participants about the importance of the problems
- to give more time for mentioned activities
- space of time (5 ½ day) was too long
- to decide the venue of the workshop so that the participants can not go out to the work or home

Attachment #2

10 What could be done to make the training materials more useful? (Enter your answer in the box below Be as specific as possible)

- I don't know
- to formulate the materials clearer
- to describe the system the methodology and the course of the workshop
- to give the material sooner before the workshop
- more concrete examples
- better explanation of the terms

TQM

REPORT

**THIRD 1-DAY PLANNING MEETING FOR THE 1ST WORKSHOP OF THE
TOTAL QUALITY AND MAINTENANCE PROJECT**

LSGAC OFFICE, BRATISLAVA, SLOVAKIA

January 19, 1997

Prepared for

U S Agency for International Development
Bureau for Europe and the New Independent States
Office of Environment, Energy, and Urban Development
Urban Development and Housing Division

By

Eva Kardos, LSGAC

Project Manager

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Washington, D C

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ABSTRACT

The Local Self-Government Assistance Center (LSGAC), Bratislava, Slovakia is developing and implementing, under the USAID financed project - Total Quality Maintenance, a training program in order to provide assistance to local governments in their efforts to bring greater managerial effectiveness and efficiency to the operation and maintenance of specific public services

Eva Kardos, Project Manager, LSGAC has been asked to manage the whole TQMn Training Program Implementation Slovakia under the assistance of Ana Vasilache and Kristina Creosteanu, ICMA consultants, through the Foundation for Local Development and Public Services.

Based on the project elaborated by Ana Vasilache, containing a proposed process for the TQMn Program implementation, a Third Planning Meeting has been held, with the objective to plan the 1st TQMn Workshop, in January 19, 1997, in the LSGAC Office, Bratislava, Slovakia.

The present Report provides information on the Meeting Process and Content, on its Conclusions and describes the Design of the 1st TQMn Workshop to be held between 7th and 15th of February

iii.

EXECUTIVE SUMMARY

The Local Self-Government Assistance Center (LSGAC), Bratislava, Slovakia, is developing and implementing training programs, under USAID financed project, for the capacity building of local governments

The Total Quality Maintenance (TQMn) Training Program is focused on the management improvement of the operation and maintenance functions of public services which are under the responsibilities of local governments. The manuals written by Dr. Fred Fisher and David Tees, published by UNCHS (Habitat), are used as training materials together with additional handouts developed for Slovak needs and prepared by project trainers.

After the First Planning Meeting held in September 16, 1996 in Poprad, Slovakia, Ana Vasilache (FDLSP), ICMA Consultant, developed a project proposal containing the necessary follow-up steps for the TQMn Program implementation in Slovakia.

The project has been approved and the Second Planning Meeting was held between November 18-21, 1996 in Stara Tura, Slovakia. During the meeting the TQMn Training Program overall design was developed, the follow-up actions necessary to the successful implementation of the project were agreed and the responsibility distribution of the next steps were discussed (see Attachment #1). On the basis of these decisions the Third Project Planning Meeting was held in January 19, 1997 in Bratislava (LSGASC Office), Slovakia.

III THE THIRD PLANNING MEETING

III. 1. INTRODUCTION:

III 1. 1 Venue and Date: The Third TQMn Project Planning Meeting was held in the LSGAC Office, in Bratislava, Slovakia, in January 19, 1997

III 1. 2 Meeting Participants and Objectives:

Participants

Local Self-Government Assistance Center

Dr Fred Fisher, Senior Municipal Training Specialist ICMA,
Eva Kardos, Project Manager ICMA,

Association for Management Training and Development in SR

Branislav Kalina, Project Coordinator - Trainer,
Maria Dobesova, Magdalena Hladlovska, Lubomir Kapoun, Jirka Chlumsky,
Jozef Rebetak - 5 trainers

Foundation for Training in Self-Government of SR

Dr Terezia Palikova, Director

Objectives.

- To up-date each participant on the actions undertaken by Eva Kardos, Project Manager, since the Second Planning Meeting held in Stara Tura, Slovakia, between November 18-21, 1997
- To discuss and prepare the Training Design for the Workshop #1 To be held in Senec, Slovakia, between February 7-15, 1997
- To review the project manuals, prepare handouts from manuals for specific activities, as well as, additional handouts
- To discuss and agree on the Logistic of the Workshop #1 Including creation of city + trainer groups and identification of trainers couples for Workshop #2
- To discuss and agree on the organizational, personnel and technical assistance for Workshop #1

III 2 DISCUSSION:

After the introductory words Eva Kardos, Project Manager, up-dated the participants on the actions undertaken since the Second Planning Meeting

- all of the actions regarding the translation and professional/language correction of the project manuals were done,
- Contractual Agreements between LSGAC and AMTD and between LSGAC and FTSG on TQMn Project implementation in SR were prepared and ratified by Fred Fisher on behalf of LSGAC and Jozef Rebetak, President, on behalf of AMTD,
- the process of manual formatting were done by December 20, 1996,
- design of cover sheet, selection of printing company and all of the necessary steps in order to prepare and print out the project manuals were finished by the end of December, 1996
- after the selection of potential workshop participants by 19 Regional Training Centers trough Slovakia the application package were done and sent out to the 12 identified cities Novice, Trnava, Michalovce, Nove Zamky, Rimavska Sobota, Kezmarok, Piestany, Galanta, Zvolen, Roznava, Ruzomberok, Humenne
- The final selection of participating cities were done on the base of received application form by the Director of FTSG and the Project Manager as follows Michalovce, Kezmarok, Rimavska Sobota, Nove Zamky, Novaky, Trnava.
- After the selection of Workshop Participants the Pre-Workshop assignment were sent out to them.
- The venue for the first Workshop were selected the recreation facility of the Slovak petrol company Benzinol in Senec, Slovakia.

Fred Fisher continued on discussion making some comments to the Design of the first workshop

trainers have to be sure that the participants fully understand the training design and the objectives of the whole project, trainers should analyze the information gathered by the participants in the Pre-Workshop assignment before the Workshop, trainers should keep participants be focused on their identified public service problem (the importance of problem identification), trainers should navigate the participants in development of several options for decision making, the Action Plan to be prepared during the 1st Workshop should have two time-frames 1, from the 1st Workshop to the 2-day follow-up meeting and 2, from the 2-day follow-up planning to the city intervention, the trainers should expect high level of individualism within teams regardless of the fact that the participants will be from the same city

Regarding the 2nd Workshop, Mr Fisher made the following suggestions

the length of the 2nd Workshop should be identified on the base of participants desire, the results of the 2nd Workshop may lead to the necessity of additional follow-up actions to be delivered to the cities by the AMTD trainers.

The next part of the meeting was devoted to the discussion about the manuals handouts. The observation was made by Lubomir Kapouna and Jirka Chlumsky, that there are some disagreements in contents of manuals #4 and #5.

The agreement was made, by which each trainer prepares the necessary handouts (both from the manuals and additional ones) to his own one workshop day. This arrangement is based on the decision made during the Second Planning Meeting, in Stara Tura, by which each trainer chose one workshop day for which he or she was responsible to propose the Training design. The distribution of Workshop Days is as follows: Magdalena Hradlovska - Day 1, Branislav Kalina - Day 2, Maria Dobesova - Day 3, Jirka Chlumsky - Day 4, Jozef Rebetak - Day 5, Lubomir Kapoun - Day 6. The agreed time for handouts delivery by each trainer to the Project Manager is February 3, 1997. Then the Project Manager is responsible to distribute the handouts for every Workshop Day to each Trainer, not later than February 7, 1997. The same process is planned for the preparation and delivery of the Programs of each Plenary Sessions, as well as, for the Evening activities.

During lunch - time the Trainer + City pairs were identified. The trainers were selected to the cities on the base of their residences in order to cut travel expenses and time. The Trainer + City pairs are as follows:

1. Maria Dobesova - MICHALOVCE,
2. Jirka Chlumsky - NOVE ZAMKY,
3. Lubomir Kapoun - TRNAVA,
4. Branislav Kalina - KEZMAROK,
5. Magdalena Hradlovska - RIMAVSKA SOBOTA,
6. Jozef Rebetak - NOVAKY

The identification of Trainers Couples for the Workshop #2 was led by the idea to group together trainers with professional experiences from the field of public services and those with the experiences from conducting Managerial skill development trainings. The trainers couples are as follows:

1. Maria Dobesova (Michalovce), Jirka Chlumsky (Nove Zamky)
2. Lubomir Kapoun (Trnava), Branislav Kalina (Kezmarok)
3. Magdalena Hradlovska (Rumavska Sobota), Jozef Rebetak (Novaky)

Regarding the time-frame for conducting City Interventions (Workshop #2) by the trainers couples the decision that in the cities of Nove Zamky, Trnava and Novaky this intervention will be organized between April 7 - 11, 1997 were done. To decide the dates for the remaining three cities of: Michalovce, Kezmarok and Rumavska Sobota is the trainers responsibility, but not later than February 3, 1997.

The afternoon session continued by the preparation of Training Design for each Workshop day. The design is attached to this report as Attachment #2.

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The issues regarding the assurance of organizational, administrative and technical support during the 1st Workshop to be held between February 7 - 15, 1997 in Senec, Slovakia was discussed with Terezia Palikova (FTSG) It was agreed that the FTSG assure an administrative person for organizational and technical support for trainers The FTSG also will invite the participants and make sure that they arrive on time and with the filled Pre-Workshop Assignment. Regarding the technical support, copy machine, 7 flip charts, overhead projector, computer, fax and telephone will be available to the trainers

As the last point of the meeting the Project Manager delivered her thankfulness to the trainers for the effective and efficient cooperation.

III 3 3 CONCLUSION

All of the objectives of the Third TQMn Project Planning Meeting (described in detail in point III 1 2) were achieved Agreements on specific tasks are described in detail in point # III 2 The next Planning Meeting will be held in February 7, 1997, in Senec Slovakia

ATTACHMENT #1.

TOMn Calendar

ACTION:	DEADLINE:	WHO:	DONE:
1 Correcting translation	25 Nov 1996	Eva Kardos	✓
2 LG Correction	25 Nov - 3 Dec	Eva Kardos	✓
3 Prepare application package	25 Nov - 4 Dec	Eva Kardos, Danka Palikova	✓
4 Decide venue	28 Nov 1996	Danka Palikova	✓
5 Contract preparation	3 Dec 1996	Eva Kardos	✓
6 Trainers review	3 Dec - 11 Dec	Brano Kalina, Jozef Rebetak	✓
7 Identify cities to send application package	4 Dec 1996	Eva Kardos Danka Palikova	✓
8 Sending appl Package to cities	6 Dec 1996	Danka Palikova	✓
9 Design of cover sheets	11 Dec 1996	Eva Kardos	✓
10 Last review + formatting	15 Dec 1996	Eva Kardos	✓
11 Selection of printing comp	15 Dec 1996	Eva Kardos	✓
12 Printing	15 Dec - 22 Dec	Eva Kardos	✓
13 Recerving applications	16 Dec 1996	Danka Palikova	✓
14 Selecting part. Cities	20 Dec 1996	Eva Kardos Danka Palikova	✓
15 Sending the pre-work assignment	23 Dec - 30 Dec	Danka Palikova	✓
16 Up dating part + trainers	6 Jan 1997	Danka Palikova	✓
17 Planning meeting (tr +org) in LSGAC	19 Jan 1997	Eva Kardos	✓
18 1 st Workshop	8 - 16 Feb 1997	Eva Kardos Trainers Danka Palikova	
19 Prof Report	24 Feb 1997	Brano Kalina	
20 Financial report	3 March, 1997	Eva Kardos	
21 Follow - Up 2-day planning (part. + trainers)	14 - 15 March	Eva Kardos Danka Palikova	
22 2 nd Workshop	7 - 11 April, 1997	Trainers teams	

1/6/97

ATTACHMENT #2.

TQM_n 1st WORKSHOP DESIGN

(Senec, Slovakia, February 9 - 15, 1997)

February 9, 1997

5 P. M. Arrival.

- Workshop Registration

6 P. M. Dinner

7 P. M. - 9 P. M. Plenary Session: - Opening Ceremony, Introduction of Staff and Participants

- 1. Small group work** Teams draw a picture of their geographic area and show how each team member fits into the picture
- 2. Plenary Session** Teams display and describe their drawings and introduce themselves to members of other teams

DAY 1 (February 10, 1997)

Magdalena Hiadlovská

Focus on Reconnaissance and Fact Finding

Morning.

Plenary Session - Objectives, expectations, contracts, introductory words about the overall concept of the Workshop
- Overall framework for Problem solving during the Workshop (6-steps)
- TQMn philosophy

Small group work. - Teams prepare presentations on their selected O&M problems
- Exercise Fact finding
(which kind of information do they have, which kind of resources did they use how did they gain the info , how did they processed them, what did help them, which kinds of problems did they have)

Afternoon:

Plenary Session: Presentation, Discussion

Small Group work. Exercise the management of O&M, it's disadvantages, it's advantages

Plenary Session Presentation, Discussion

Small group work. Debriefing, Things to remember

Evening:

Plenary Session GAMES Bitocelli, Bingo
(The principles of evening activities entertainment, focus on the topic of the day, mixed teams)

DAY 2 (February 11, 1997)

Branislav Kalina

Focus on Problem Finding and Analysis

Morning

Plenary Session - Opening of the day (summary of Day 1 + program for day 2)

- Lecturette

Small group work: - Model case (ELTOT, manual Elected Official as Decision maker)

- Priority setting of problems from Pre-Workshop Assignment

Plenary Session. Presentation, Discussion

Small group work. Debriefing, Things to remember

Afternoon:

Small group work: Analysis of causes of the identified problem

Plenary Session: Presentation, Discussion

Small group work. Debriefing, Things to remember

Evening: **Game:** focused on topic - Problem Definition, Cause Analysis

Day 3 (February 12, 1997)

Maria Dobesova

Focus on Purpose and Commitments

Morning

Plenary Session. Lecture Concepts- goal, objective, strategy, stakeholders

Small group work: 1 Purpose
2 The map of stakeholders (ELTOT)

Plenary Session Presentation, Discussion

Afternoon:

Small group work Objectives + Criteria
- model case definition of the objective (ELTOT)
- personal goals + objectives

Plenary Session Presentation Discussion

Small group work: Debriefing Things to remember

Evening:

GAME: focus on - team building, motivation, persuasion

Day 4 (February 13, 1997)
Jirka Chlumsky

Focus on Strategy Planning and Resource Mobilization

Morning:

**Plenary Session: Lecturette- Summary, planning, strategies, criteria
and resources**

**Small group work: - Priority setting of objectives
- Strategy Definition
- Strategy Selection**

Plenary Session: Presentation, Discussion

Small group work. Debriefing, Things to remember

Afternoon:

Plenary Session: Lecturette Action Plan

**Small group work: - action plan preparation
- feasibility study**

Day 5 (February 14, 1997)

Jozef Rebetak

Focus on Organization and implementation

Morning

Plenary Session Summary of day 4, program of the day 5
Lecturette Organization + organizational structure,
Org models functional, matrix, hybrid
Brainstorming advantages + disadvantages

Small group work present and future org structure as appropriate to
the defined objectives

Plenary Session: Presentation, Discussion

Small group work Debriefing, Things to remember

Afternoon:

Small group work. - list of everything what supports/delays the
realization of objectives (habits, procedures, rules)

Plenary session Presentation,
Lecturette - analysis of "powers"

Small group work. - list of everything what enforces/reduces the
realization of objectives
- benchmarks for measuring achieved objectives

Plenary Session. Presentation, Discussion, Debriefing, Things to
remember

Evening **GAME:** focus on creativity, management of change

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Day 6 (February 15, 1997)

Lubomir Kapoun

Focus on Evaluation and Quality Assurance

Morning:

Plenary Session Summary,
Lecturette - criteria of O&M Projects (quality
and phases)
- obtaining stakeholders (strategy)

Small group work. Objective - project's criteria, strategy for
persuading stakeholders

Plenary Session: Presentation, Discussion (Jirka)

Small group work. Debriefing, Things to remember, Evaluation form

12:00 LUNCH

1 P.M CLOSING

FEIDEN/PETER

ICMA ACCT 7300
777 NORTH CAPITOL NE
WASHINGTON DC 20002
ATTN: IRENE RAMOS

DATE: JAN 22 1997 ICM1700

UNITED	920	V	9FEB WAS DULLES	LONDON HEATHRO	720P	710A	OK
SEAT 27A			SUN 777 NONSTOP	DINNER			
**NOTE: UNITED 920 ARRIVES LONDON HEATHRO MON FEB 10 **							
UNITED	2	V	10FEB LONDON HEATHRO DELHI INDIA		825A	1100P	OK
SEAT 29A			MON 767 NONSTOP	LUNCH			
UNITED	1	B	21FEB DELHI INDIA	LONDON HEATHRO	200A	450A	OK
SEAT 32G			FRI 767 NONSTOP	BREAKFAST			
UNITED	010	V	21FEB LONDON HEATHRO WAS DULLES		1125A	245P	OK
SEAT 31A			FRI 777 NONSTOP	LUNCH			

AIR FARE	2046.00	TAX	16.95	TOTAL	2062.95
				TOTAL INVOICE	\$2062.95

INVOICE NUMBER
FEIDEN/PETER ICM1700

*****TICKET RESTRICTIONS*****
PLEASE NOTE THIS TICKET IS NON-REFUNDABLE.
CHANGES WILL INCUR PENALTY AND/OR FARE DIFFERENCE.
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*****IMPORTANT*****
INTERNATIONAL PASSENGERS MUST CARRY THEIR PASSPORTS
AND ANY REQUIRED VISAS
A \$150 CANCELLATION/CHANGE FEE APPLIES TO THIS TICKET.
YOU MUST RECONFIRM ALL FLIGHTS 72 HOURS PRIOR TO DEPARTURE.
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TQM

DRAFT REPORT

**SECOND PLANNING MEETING FOR A SERIES OF WORKSHOPS ON
INFRASTRUCTURE OPERATION AND MAINTENANCE**

STARA TURA, SLOVAKIA

November 18-21, 1996

Prepared for

U S Agency for International Development
Bureau for Europe and the New Independent States
Office of Environment, Energy, and Urban Development
Urban Development and Housing Division

By

Ana Vasilache
Kristina Creosteanu

Consultants

INTERNATIONAL CITY/COUNTY MANAGEMENT ASSOCIATION
Washington, D C

USAID Contract No . .
Delivery Order No

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ABSTRACT

Local Self Government Assistance Center (LSGAC), Bratislava, Slovakia, is implementing and developing, under USAID financed project, a training program focused on the management and quality improvement of the public services which are under the local governments responsibility (TQMn Training Program)

Ana Vasilache and Kristina Creosteanu, ICMA consultants, has been asked to assist the TQMn Training Program implementation and development in Slovakia, based on their successful experience in Romania, where they have conducted this program, through the Foundation for Local Development and Public Service

Based on the project elaborated by Ana Vasilache, containing a proposed process for the TQMn Program implementation, a Second Planning Meeting has been held between November 18-21, 1996, in Stara Tura, Slovakia Ana Vasilache and Kristina Creosteanu participated in that Second Planning Meeting

The present Report gives information on the Meeting process and content, on its conclusions and describes the further involvement of the Foundation for Local Development and Public Service, adapted to the Second Meeting outcomes

EXECUTIVE SUMMARY

The Local Self Government Center (LSGAC), Bratislava, Slovakia, is implementing and developing training programs, under USAID financed project, for the capacity building of local governments

The Total Quality Maintenance (TQMn) Training Program is focused on the management improvement of the operation and maintenance functions of public services which are under the responsibility of local governments. The training materials are the series of manuals published by UNCHS (Habitat) having as authors dr. Fred Fisher and David Tees

Ana Vasilache and Kristina Creosteanu, ICMA consultants, were asked to assist the TQMn Training Program implementation and development in Slovakia, based on the successful implementation of a similar Program in Romania, through the Foundation for Local Development and Public Service (FDLSP)

After the first Planning Meeting held in September 16, 1996 in Poprad, Slovakia, Ana Vasilache developed a project proposal containing the necessary follow-up steps for the TQMn Program implementation in Slovakia

The project has been approved and the Second Planning Meeting was held between November 18-21, 1996, in Stara Tura, Slovakia, where Ana Vasilache and Kristina Creosteanu, from FDLSP, participated as ICMA consultants

In the Meeting were present, beside LSGAC and FDLSP representatives, Slovak trainers from the Association for Management Training and Development (AMTD), Foundation for Training in Self Government (FTSG) and members of the Planning Committee established during the first Planning Meeting

During this Second Planning Meeting the participants agreed on the following items

- The TQMn Training Program overall design: the Program will have two stages. The first one will consist in a five day Workshop for local key officials, having as objectives, process and content the Workshop described in the series of the TQMn manuals. The second one, will consist in a series of training interventions of three-four day, in each of the cities participating in the first stage, in order to support the action plans implementation and the changes management at organisational level

- The first stage of the TQMn Program: the Workshop will focus on the roads maintenance and street cleaning public service, six big and medium size cities will be selected to participate in the Workshop, the cities will be located in all of the three regions of Slovakia (East, Central and West), each city will participate with a team of 5-6 persons, representing different organisations (elected council, city management, city hall public service department, the public service provider) and having decision power job positions, the Workshop will be held in the period, between February 1- February 15, 1996, the four organizations involved in the program implementation (LSGAC, FDLSP, AMTD, FTSG) agreed on a course of action, dividing among themselves the responsibilities for the training materials

preparation, the cities selection, the Workshop logistical organization, general steps for the second stage development

Ana Vasilache and Kristina Creosteanu, FDLSP representatives will give further support for the first and second stage TQMn Training Program implementation in Slovakia. They will participate in the five day Workshop in February 1997, and based on its outcomes will include in their Report a proposal for the necessary follow-up steps in order to implement and develop the second stage of the TQMn Training Program

Report on the Second Planning Meeting for the TQMn Training Program implementation and development in Slovakia

1 INTRODUCTION

The Local Self Government Assistance Center (LSGAC), Bratislava, Slovakia, working under a USAID financed project for Local Governments Capacity Building, intends to implement and develop a training program, aimed to improve the quality of the public services which are under the local governments responsibility, focusing on the management of operation and maintenance functions

The training program is based on the „Total Quality Maintenance in Local Governments Operation and Maintenance“, (TQMn), series of manuals, published by UNCHS (Habitat) and having as authors, dr Fred Fisher and David Tees. The manuals have been field tested in Romania and after that, used extensively in training programs by the Romanian Foundation for Local Development and Public Service, (FDLSP), translated into Romanian language

Given the success of this training program in Romania, FDLSP director, Ana Vasilache, has been asked to assist LSGAC, as ICMA consultant, in the implementation and development of a similar program in Slovakia

As a first step, LSGAC organized a first Planning Meeting, on September 16, 1996, held in Poprad, Slovakia, in which participated beside LSGAC and FDLSP representatives, Slovak organizations representatives, such as the Foundation for Training in Self-Government (FTSG), as future organizer, and the Association of City Managers, the Association of Technical Service Companies, City Hall Public Works Departments, as future clients. During the Meeting the Slovak organizations expressed their interest in the program implementation and their commitment to adapt the program to the Slovak specific needs. In that order a Planning Committee has been established

As agreed, after the first Planning Meeting, Ana Vasilache elaborated a project proposal for the TQMn Training Program implementation and development in Slovakia, and sent it to Fred Fisher, Senior Municipal Training Specialist, LSGAS-ICMA, Bratislava and Peter Feiden, International Municipal Programs, ICMA, Washington. The project proposal contained the follow-up actions necessary to be taken after the first planning meeting, and they were structured for two main periods: actions to be taken till the Second Planning Meeting, by LSGAC project manager, and actions to be taken during the Second Planning Meeting, in accordance with its objectives and expected outcomes. The project proposal contained also the effort assesment of two FDLSP consultants input, Ana Vasilache and Kristina Creosteanu, and an evaluated budget

The project proposal being approved, the Second Planning Meeting was held between November 18-21, 1996, in accordance with the Agenda elaborated by FDLSP consultants in coloboration with LSGAC project manager

The present Report gives information on this Second Planning Meeting process and content, on its conclusions and recommends the further involvement of FDLSP consultants, in accordance with the Meeting outcomes

2 THE SECOND PLANNING MEETING

2.1. Venue and date

The Second Planning Meeting was held in Hotel Sanus, in Stara Tura, Slovakia, between November 18-21, 1996

2.2 Meeting structure, objectives, and participants.

The Meeting has been structured in three parts

• First Part

Two day Meeting, between November 18-19, 1996, having as participants the LSGAC representatives, Fred Fisher-Senior Municipal Training Specialist and Eva Kardos-project manager, FDLSP representatives and ICMA consultants, Ana Vasilache and Kristina Creosteanu, Association for Management Training and Development representatives, Brano Kalina-the trainers team leader and the team of five trainers, Maria Dobasova, Magdalena Hladlovska, Lubomir Kapoun, Jozef Rebetak and Juri Chlumsky

The participants arrived in the afternoon of November 17, 1996 In the same evening, they had a get-acquainted dinner The next two days the Meeting was held in two sessions, each day one morning session between 9 a m -1p m and one evening session between 2 30p m-5 30p m In the evening of November 19, 1996, a supplementary session was held, between 8p m -10p m This first part Meeting sessions have been facilitated by Eva Kardos, LSGAC project manager and Jozef Rebetak, AMTD trainer

The Meeting objectives were

- To up-date each participant on the actions taken by LSGAC project manager, since the first Planning Meeting
- To discuss, elaborate and analyse TQMn Training Program overall design, to be presented to the Planning Committee
- To design the Planning Committee Meeting, in order to be facilitated in Slovak and to achieve its objectives
- To discuss improvements of the first Slovak version of the manuals translation, with dr Erban, the translator

• Second Part

One day Meeting, on November 20, 1996, where beside the participants already present, attended the Meeting four of the Planning Committee members Lubomir Krcha, director of the Association of Technical Services, Frantisek Jezek, mayor of Trencin, vice-president of the Association of Towns and Communes of Slovakia and president of the Foundation for Training in Self Government, Juraj Tibenski, vice president of the Association of City Managers and city manager of Trnava, and Jozef Jakubec, chief of the environmental department of the city of Trnava

The Planning Committee members arrived on the evening of November 19, 1996 and a get-acquainted dinner has been organized that evening The Meeting has been held in two sessions, a morning one between 9a m -1p m and an afternoon one, between 2 30p m -5 30p m The Planning Committee members left

the hotel in the evening of November 20, 1996 The Meeting has been facilitated by Brano Kalina, AMTD trainer

The Meeting objectives were

- To share information on the Training Program overall design, on the Workshop design, on the training materials translation, on logistical issues
- To take decisions focused to adapt the Training Program on the Slovak specific needs the public service on which the Workshop will focus, the participating teams structure, the cities selection

• **Third Part**

One day Meeting, on November 21, 1996, in which have participated beside LSGAC, FDLSP and AMTD representatives, the Foundation for Training in Self Government director, dr Terezia Palikova

The Meeting was held in one morning session, between 9a m -1p m The participants left the hotel on the afternoon of November 21, 1996 The Meeting was facilitated by Ana Vasilache

The Meeting objectives were

- To divide precise responsibilities among the parties involved in the TQMn Training Program implementation and development,
- To elaborate a coordinated action plan based on the responsibilities division

3 CONCLUSIONS OF THE SECOND PLANNING MEETING

Each part of the Meeting achieved its objectives, having the following outcomes

• **First Part**

Eva Kardos, project manager, up-dated the participants on the actions taken since the first planning meeting the team of trainers from AMTD has been identified, the training materials have been translated into Slovak and given to trainers and some Planning Committee members for revision, a publishing agency will be identified and after revision, the manuals will be published till end of December

Fred Fisher, Ana Vasilache and Kristina Creosteanu, presented details on the Romanian experience and answered the trainers questions

The Slovak trainers proposed a new model for the TQMn Training Program Instead of two five day Workshops, focused on two different public services, the proposed program will have two stages, one 5 day Workshop and the second, a series of follow-up training interventions in the participating cities, in order to help participants implement their action plans and manage the necessary organisational changes This training interventions will be conducted each by a team of two trainers The content and process of this second stage have been extensively discussed, comparing its advantages and disadvantages The trainers conclusions were that this second design presents clear advantages, involving in the process more participants for more training days and less money, and testing a new model of training which goes beyond the action plans elaboration, by supporting the participants to implement them and to manage the changes at organisational level

The new model of the Training Program design has been presented to Fred Fisher in the evening session of November 19, 1996. He approved it, with the following observations

-The training interventions at local level have to be thoroughly designed, in order to avoid the increasing of inter-organisational conflicts or lack of cooperation, which are probably the main problem of the public services management at local level

-The participants who will play in the second stage the role of internal consultants for their organizations, have to be prepared for this difficult role by attending another meeting organised 4-6 weeks after the first Workshop and 2-3 weeks before the training interventions in their cities

The process of the Planning Committee Meeting has been designed and Brano Kalina took the responsibility to be the facilitator

• **Second Part**

Information has been shared among participants, on the Training Program overall design, on the manuals translation, and questions have been answered by the FDLSP representatives on the Romanian experience

The following decisions have been taken,

-Roads maintenance and street cleaning has been selected to be the public service on which the training program will focus. This item was selected among other proposed public services, like street lightening, public parks maintenance, waste management, on the criteria of the citizens dissatisfaction, higher number of clients affected and public service existing in large and medium size cities

-Each city will be represented by max 5-6 persons, one elected official-if possible president of the committee in charge-, one city manager, head of the public works department from the city hall, one first line manager from the city hall and one or two representatives of the public service provider

-In the first Workshop will participate 6 big and medium size cities, selected from all Slovak regions, East, Central and West, by LSGAC and FTSG representatives, based on the following criteria: the city has to be influent in its region as opinion maker and the team has to be formed by persons having power decision

-The first stage consisting of the five day Workshop will be organized in February, 1997, in a period between 1-15

-Information on the Workshop will be transmitted to mayors in the Meeting of the Association of Towns and Communes, which will be held in November 1996

-The venue of the first Workshop has to be located in such a way that all participants could reach it easily

• **Third Part**

The responsibilities were divided among all partners involved in the TQMn Program implementation and an action plan has been elaborated based on these responsibilities, as follows

Action	Responsible	Dead line
1 Training materials preparation -correction of the translation first version	Eva Kardos	November 25, 1996

-revision of the second version by the language expert	Eva Kardos	December 3, 1996
-Final reviewing with the trainers	Eva Kardos, Brano Kalina, Jozef Rebetak	December 12, 1996
-Design of coversheets	Eva Kardos	December 15, 1996
-Selection of printing company	Eva Kardos	December 15, 1996
- Printing the manuals	Eva Kardos	December 22, 1996
2 Participants identification		
-Application package preparation	Eva Kardos, Danka Palikova	December 4, 1996
-Sending the application package to cities	Danka Palikova	December 6, 1996
-Selecting the participants	Eva Kardos, Danka Palikova	December 20, 1996
-Sending to the participants the prework assignment and other organisational data	Danka Palikova	December 30, 1996
3 First Stage Workshop Organization		
-Identifying the venue	Danka Palikova	November 28, 1996
-Up-dating participants and trainers	Danka Palikova	January 6, 1997
-Planning meeting with trainers and organizers in Zilina	Eva Kardos, Jozef Rebetak	January 26, 1997
-First stage the Workshop	All partners	February 15, 1997
-Trainers Report to LSGAC	Brano Kalina	February 22, 1997
-Financial report	Eva Kardos, Danka Palikova	March 1, 1997
4 Second Stage Organization		
-Planning Meeting	All Partners	Workshop last day
-Follow-up Meeting with participants	Eva Kardos, Trainers	4-6 weeks after the Workshop
-Training Interventions in the cities	Trainers	2-3 weeks after the follow-up meeting
- Professional and financial Reports	Trainers, Eva Kardos	One month after the last training

4. RECOMMENDED FOLLOW-UP INVOLVEMENT FOR ICMA CONSULTANTS

As decided in the Second Planning Meeting FDLSP representatives, ICMA consultants will assist and support the TQMn Training Program further implementation,

They will participate in the first stage of this program, the Workshop, and their input will be as follows

Task	Ana Vasilache	Kristina Creosteanu
-Preparation for the Workshop	1 day	1 day
-Travel to and from Slovakia	1 day	1 day
-Planning meeting with trainers and organizers	2 days	2 days
-Workshop	5 days	5 days
-Planning for the second stage	1 day	1 day
-Report writing	2 days	2 days
Total	12 days	12 days

The evaluated budget for this first stage

Professional services	12 d x\$150=\$1800	12 d x\$150=\$1800
Travel	\$500	\$500
Daily subsistence allowance	9 d x\$136=\$1224	9d x\$136=\$1224
Other direct costs	\$76	\$76
Total	\$3600	\$3600

After the workshop completion, based on its outcomes, ICMA consultants will include in their Report a project proposal for the follow-up steps, necessary to implement the second stage of the TQMn Training Program

LSGAC MEMORANDUM

NAST'A (AI)

Date 14 January 1997
To Williams, Feiden
CC Vavrova
From Fred FISHER
RE Proposed SOW General Management Training

The following is a scope of work to carry out a review of the Managing Change Manual and perform other related tasks so we can move forward on the development of training materials to meet the professional development needs of local government general managers (specifically, city managers) The proposal is based on two recent requests to the ICMA/LSGAC staff by the local USAID Project Advisor (1) to conduct a comparative review and analysis of two sets of materials a workbook prepared under USAID auspices for use in Bulgaria, and, a manual published by UN (Habitat), and, (2) to stop planning on a proposal to develop a management curriculum based on ICMA's University taxonomy of managerial practices The latter included a proposed study/planning approach that would result in a plan of action based on the practices as refined by a representative group of Slovak locality managers and training and education specialists The later approach was deemed to be too time consuming and costly

The SOW being proposed is based on the comparative analysis of the Bulgarian and UNCHS materials It would allow LSGAC to develop an initial thrust in this training needs arena at a reasonable cost, given the availability of the UNCHS Guide and the ICMA Training Advisor's familiarity with the materials

PROPOSED SCOPE OF WORK

Background

This proposed scope of work (SOW) is designed to provide technical support for the implementation of USAID's Intermediate Result 2311 **Improved in-service training capacity**, one of the key components in the strategic objective to support more effective, responsive and accountable local government in Slovakia. Improving in-service training capacity involves five interrelated components (1) a client-centered, demand driven approach to the assessment of training and development needs, (2) training materials that respond to known needs among a critical mass of participants large enough to warrant the development and replication of training modules, (3) a cadre of individuals who have demonstrated competencies in the subject matter being delivered and skills in planning and implementing experiential learning events, (4) a training management capacity that provides efficient and effective planning, implementation and evaluation of services rendered to clients, and, (5) a capacity and strategy for replenishing materials and training competencies as needs change and trainers move into other duties and responsibilities

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Focus of This Proposed SOW

While the components are interrelated and dependent on the success of others, the services required under this scope of work (SOW) will focus mainly on the second component stated above training materials that respond to known needs among a critical mass of participants large enough to warrant the development and replication of training modules. The first component, also stated above (the assessment of training needs) has already been conducted by the Slovak City Managers Association (SCMA). A review of the results of that survey will be a task to be implemented within this SOW. Components 3, 4 and 5 as outlined above are expected to be implemented as integral follow-up tasks designed to improve in-service training capacity to serve Slovak local governments.

The following activities are expected to be carried out under this SOW

- 1 Arrange for the initial translation of the UNCHS (Habitat) **Guide for Managing Change for Urban Managers and Trainers** (hereafter referred to as MC)
- 2 Identify a review team consisting of three city managers (to be nominated by SCMA and approved by LSGAC) and three management trainers (to be nominated by the Association for Management Training and Development and approved by LSGAC)
- 3 working through the team identified in task 2, review the training needs assessment conducted on behalf of SCMA, and the Slovak version of MC
These reviews are to determine the relevance and suitability of the Managing Change Manual as an initial training resource in LSGAC's responsibilities to develop in-service training capacity for local city managers and other local government managers
- 4 based on favorable recommendations by the review team to adopt MC as a resource for training city managers, conduct a thorough review and editing of the MC text to assure the language is appropriate for use in the Slovak context
- 5 revise the text based on the results of task 4 and prepare a camera ready copy for publication, including appropriate layout and graphics
- 6 provide LSGAC with a series of recommendations on (a) how to use the various training designs and conceptual materials in MC to meet the needs of the primary client group (SCMA), and, (b) additional management training materials that could be developed to further meet these needs
- 7 obtain quotations from three Slovak publication firms for the printing of 1,000 copies of the revised manual

one contract

[tasks 4 through 7 will only be implemented if a favorable decision is reached by the review team to use the materials as determined in task 3]

Schedule For Implementation Of Tasks

Tasks 1 through 3 are to be carried out by 15 March and, if approved, tasks 4-7 are to be implemented by 15 April

Qualifications of Implementing Organization

The SOW will be given to a local institution for implementation based on the following criteria

- current involvement in providing professional development education or training to public service officials,
- organizational capacity to implement the SOW at a satisfactory level of performance,
- working relationships with various organizations and key individuals who will benefit from the development of training programs for local management officials

The contract will be let on a sole source basis, given a reasonable budget and assurances the scope of work can be carried out within the identified time frame in a manner congruent with the tasks and expectations defined above

The recommended sole source institution to assume these responsibilities is the School of Public Administration, Academia Istropolitana (SPA/AI) SPA/AI, although a strong supporter of the elected official training program and potentially a valuable resource to local governments in Slovakia, has not had a formal programmatic relationship with ICMA/LSGAC. Because of these factors, and the need to broaden the base of institutions that can serve local government's developmental needs, it is recommended that LSGAC be given the authority to negotiate with the Head of the Public Administration Programme to carry out this scope of work