The Leadership Academy Programme is a learning and action course for mayors, senior officials and elected representatives of local government.
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January 2017
ACKNOWLEDGMENTS

The contents of the Leadership Academy Programme have been inspired by the personal experiences of the first trainers of the CoE Leadership Academy Programme (LAP) – Mr John Jackson, UK, and Dr Katalin Pallai, Hungary, as well as by feedback and experiences of the LAP participants and local government authorities from many European countries.

The LAP material was first published by the Council of Europe, Centre of Expertise for Local Government Reform on its website in 2013 and later updated in 2015:

MODERN LEADERSHIP FOR MODERN LOCAL GOVERNMENT prepared in co-operation with John Jackson, CoE expert, UK (2013)

UPDATED: MODERN LEADERSHIP FOR MODERN LOCAL GOVERNMENT prepared in co-operation with John Jackson, CoE expert, UK (2015)

The current edition LEADERSHIP ACADEMY PROGRAMME FOR LOCAL GOVERNMENT (2017) is the updated version prepared in co-operation with John Jackson, Katalin Pallai, Jon Barber and ISIG - Institute of International Sociology of Gorizia.

As in the previous editions, numerous publications on leadership as well as online resources were considered. The majority of such publications have focused on the private sector, but they have contained many insights that can usefully be adapted to local government.
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1 INTRODUCTION

1.1 EXPLANATORY NOTE ON LEADERSHIP

The leadership of a local authority comprises in the first instance the Mayor and other senior elected representatives and officials. They have the key responsibility for the management of the local authority.

They have three main functions:

- To look ahead, developing, sharing and planning a longer-term vision of the community.
- To provide strategic management for the organisation of the local authority and for the provision of local public services whether delivered:
  - by the local authority itself,
  - in partnership with other organisations, or
  - through outsourcing arrangements.
- To engage local people and organisations in the activities of the local authority by:
  - keeping them informed (e.g. of Council plans and policies),
  - consulting them on important matters (e.g. the draft budget), and
  - sharing the decision-making role (e.g. in neighbourhood committees or in the joint provision of a service).

The leadership creates the climate for good local ‘governance’. What the Mayor and other senior elected representatives and officials do and how they perform influences whether the local authority is a good place for staff to work in and whether the community is a good place to live in.

People in leadership positions therefore need to:

- be effective to carry out their functions well, and
- show integrity to gain the confidence of the people they are elected to serve.

1.2 THE LEADERSHIP ACADEMY PROGRAMME

The Leadership Academy Programme (LAP) is a learning and action course targeting mayors, senior officials and elected representatives of local government.

LAP is composed of the following three stages:

1. Leadership for Organisations
2. Leadership for Strategy
3. Leadership for Capacity building

International and local experts on behalf of the Council of Europe, Centre of Expertise for Local Government Reform, deliver the LAP course. It is an interactive programme, applying collaborative methodologies to the learning process.

It is delivered, over a period of six months, in three separate sessions (one for each stage) lasting three days, to groups of up to 25 participants.

LAP is adjusted to local training needs by trainers in collaboration with local implementing partner-institutions, with the aim to focus on learning areas relevant to local contexts whilst ensuring the widespread achievement of CoE training objectives.

Between stages, participants are expected to carry out agreed leadership assignments within their own organisations and report on them in the subsequent stage.

LAP ultimate objective is to equip participants with the knowledge and the tools to deliver good governance through high-performing local government organisations.

Participants are:

- introduced to new thinking about leadership and good governance at local level;
- encouraged to develop the personal awareness, values, knowledge, skills,
behaviours and attitudes that form the foundation of good leadership;
• supported in examining the challenges faced by their organisation and in learning how good leadership can tackle those challenges by strengthening organisational capacities and working effectively with local communities. Furthermore, joining the LAP courses engages participants in an enduring and cohesive network of colleagues working in local government. LAP Alumni are encouraged to continue to support each other as well as learn from each other beyond LAP courses so to exchange best practices as well as tackling up-coming challenges on a shared basis. Ultimately, LAP Alumni become a powerful force for change.
2 LAP LEARNING APPROACH

2.1 INTRODUCTION
Effective democracy and good governance at all levels are essential for preventing conflicts, promoting stability, facilitating economic and social progress, and hence for creating sustainable communities where people want to live and work, now and in the future. Ultimately, good governance is about delivering efficient and effective public services aligned with the expectations of the local communities and key stakeholders.

Good governance is a requirement at all levels of public administration. At local level, it is of fundamental importance because local government is closest to citizens and provides them with essential services and it is at this level that the population can most readily feel ownership of public action.

Leadership is an essential feature of good local governance and reflects the organisational leadership capacity to deliver both:

- high-standards of performance; and
- sustainable development (economic, social, environmental, cultural, etc.) of the community.

2.2 LEADERSHIP FOR ORGANISATIONS
LAP learning process starts from the consolidation of participants’ leadership skills in order to contribute building organisational leadership within their organisation.

Organisational leadership is interpreted as the capacity of an organisation to act efficiently within a management framework that provides inspiration, objectives, operational oversight, as well as guidance to achieve a shared organisational vision. Organisational leadership, therefore, develops from the alliance of individual and group leadership capacities.

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2.3 LEADERSHIP FOR STRATEGY

Once the foundations of leadership are established within an organisation, the LAP focuses on providing the skills and tools to build the organisation’s capacity to foster internal collaboration to effectively adapt to challenges, adopting and implementing strategies to sustain the well-being of a community.

To develop an effective organisation is a complex challenge.

There needs to be an agreed robust strategy; the right internal structure in place that is adequate for the implementation of the strategy, and the competency and capacity and motivated staff to deliver:

- A process to involve stakeholders to identify the needs of the strategy
- An agreed strategy addressing the key challenges being faced by the community
- Organisation structure aligned to deliver the strategy.
- External and internal communication channels in place to support effective work processes
- Staff empowered to work to their full potential.

2.4 LEADERSHIP FOR CAPACITY-BUILDING

In its third stage, LAP builds upon the capacity of the organisation to share a clear vision, to understand the key challenges and to influence systems. It therefore provides capacity-building tools to prototype system changes in a number of relevant areas.

2.5 THE LEADERSHIP MATRIX

The Leadership Matrix identifies the targets that the LAP sets for responding to specific leadership challenges at each level of leadership.

The Matrix shows the degree of interpolation of different aspects of leadership with the operational levels, suggesting that acquiring leadership capacity is an incremental process by which individual, organisational and institutional
skills need to co-exist and to be shared by all organisations members in order to achieve the expected outcomes. Therefore, although each stage targets specific skills and competencies within each module, such concepts are recurrent and mutually reinforcing throughout.

The overall outcome is two-fold as it impacts on both the organisation and community levels.

2.5.1 Organisation - Expected outcome:
- High levels of capacity and expertise;
- Clear authority and legitimacy;
- Strong community leadership.

2.5.2 Community – Expected outcome:
- Economic, cultural, social, environmental development;
- Community cohesion;
- High quality public services.

Table 1 - The Leadership Matrix

<table>
<thead>
<tr>
<th>Leadership for Organisation</th>
<th>Leadership for Strategy</th>
<th>Leadership for Capacity Building</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Strengthening individual/group capacities for self-awareness, ongoing learning and exercising initiative</td>
<td>4. Strengthening individual/group capacities in order to create a dynamic organisation and a learning organisation</td>
<td>17. Strengthening organisational capacities of communicating positively</td>
</tr>
<tr>
<td>2. Developing individual/group capacities to work in groups and to foster the sharing information among organisations’ members</td>
<td>5. Developing individual/group capacities to foster inclusion and valuing diversity</td>
<td>18. Promoting partnership working and the establishment of networks</td>
</tr>
<tr>
<td>3. Developing individual/group capacities for motivating organisations’ members in achieving high level of performance</td>
<td>6. Developing individual/group capacities to promote innovation</td>
<td>19. Developing the capacity of organisations to actively engage community members</td>
</tr>
<tr>
<td>7. Strengthening individual/group capacities to ensure an effective people management</td>
<td>8. Developing individual/group capacities to work in partnership and to establish networks</td>
<td>20. Strengthening organisational capacities to manage change, promote partnerships and establish networks</td>
</tr>
<tr>
<td>9. Strengthening organisational capacities to support mutual understanding and reflective learning</td>
<td>12. Developing organisational capacities to improve processes and promote open communications</td>
<td>21. Develop organisational capacities to promote local accountability, ensure transparency, foster public participation and deliver public value</td>
</tr>
<tr>
<td>10. Developing organisational capacities to envisage and attain purposes</td>
<td>13. Strengthening organisational capacities to value staff</td>
<td>22. Providing organisations’ members with tools aimed at fostering cooperation and promoting citizens’ participation and active engagement</td>
</tr>
<tr>
<td>11. Strengthening organisational capacities to elicit the full potential of all staff</td>
<td>14. Providing organisations with the tools to effectively manage performance and conflict, to develop direction and strategy, and to benchmark the effectiveness of local authorities</td>
<td></td>
</tr>
</tbody>
</table>
3 REFERENCES USED IN THE PREPARATION OF THE LAP


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List of Modules

The Leadership Academy is a learning and action programme for mayors, senior officials and elected representatives of local government.

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1 STAGES, MODULES AND LEARNING OBJECTIVES

1.1 STAGE 1 – LEADERSHIP FOR ORGANISATIONS

1.1.1 Module 1 – Good Local Governance
- To gather an in-depth understanding of the 12 Principles for Good Democratic Governance and their relevance for their organisations’ activity.
- To gather an understanding of the competences needed for local government leadership.

1.1.2 Module 2 – Understanding Leadership
- To acquire knowledge on ‘leadership’ – as it is envisaged within the LAP.
- To understand the added value of a situational approach to leadership (there is no “one size fits all” solution).

1.1.3 Module 3 – Leadership Benchmark
- To train participants in a benchmarking tool that can be used to raise the standards of performance of a municipality.

1.1.4 Module 4 – Leadership Values
- To identify the role of values in shaping attitudes and behaviours.
- To identify the individual values stimulating leadership and, in turn, good governance.

1.1.5 Module 5 - Self-Awareness and Group Empowerment
- To learn the meaning of self-mastery and that the journey towards it never ends.
- To learn the meaning and implications of “natural” leadership preferences.

1.1.6 Module 6 – Leadership Mind-Sets for Team Working
- To understand the kind of mind-set that is better aligned with good performance within a performance-oriented organisation.
- To understand the importance of emotional intelligence (EQ) and its essential role in effective team working.
- To recognise the importance of facilitation for effective team working, that in turn leads to improve public services performance.

1.1.7 Module 7 - Identifying Personal Leadership Styles
- To develop an accurate understanding of different leadership styles.
- To match own strengths and weaknesses to choose the appropriate leadership styles for different situations.

1.1.8 Module 8 – Group Communication Skills
- To understand the drivers of effective communication.
- To experience the importance of the group as a ‘multiplier’ of ideas and prospectives.
- To learn and experience tools for different group interaction methods.

1.1.9 Module 9 - Developing Leadership in a Landscapes Perspective
- To appreciate the long-term process of developing leadership at the organisational level;
- To apply the leadership landscape approach (i.e. integrative thinking approach) for local governance to ‘problem-solving’ at the organisational level;
- To understand the importance of continuous self-assessment for sustainable organisational leadership.
1.2 STAGE 2 – LEADERSHIP FOR STRATEGY

1.2.1 Module 10 – Organisation Culture
- To learn how good leadership can change the organisation culture to deliver better performance.

1.2.2 Module 11 – Scenario Planning
- To introduce the method for developing dynamic scenarios and initiating inclusive strategic dialogues for strategic planning and problem solving.

1.2.3 Module 12 – Strategic Management
- To present the 3 core domains of strategic management from a leadership perspectives and suggest instruments for establishing high level performance.

1.2.4 Module 13 – Learning Organisation
- To present the concept of a ‘learning organisation’ and give ideas for participants how to encourage learning in their own organizations.

1.2.5 Module 14 – Complexity of Organisational Change
- To understand that local government needs to be responsive and dynamic to change and issues need to be tackled in an integrated manner.

1.2.6 Module 15 – Organisational Communication
- To learn tools to develop the highest standards of internal and external communications.

1.2.7 Module 16 – Effective Staff Management
- To support leaders to apply leadership to staff management.

1.2.8 Module 17 – Expectation Management
- To reveal conflicting points in mutual expectations between staff and leaders and formulate a more coherent set of expectations.

1.2.9 Module 18 – Performance Management
- To deepen the understanding of performance management and how it can be used to more effectively deliver outcomes by the organisation.

1.3 STAGE 3 – LEADERSHIP FOR CAPACITY BUILDING

1.3.1 Module 19 – Building Ethics and Integrity
- To strengthen participants’ capacity to ethical reflection and reasoning and make them reflect on the integrity of their organization.

1.3.2 Module 19 – Ethics Management (Advanced)
- To strengthen participants capacity to ethical reflection and reasoning and offer methods to develop ethics and integrity of their organization.

1.3.3 Module 20 – Civil Participation and Partnership Working
- To increase awareness on the role of civil participation for efficient and effective local governance.
- To improve understanding of the requirements, benefits and relations intrinsic to civil participation.
- To acquire knowledge on different civil participation approaches and to choose the best for a given situation.
1.3.4 Module 21 – Inter-Municipal Cooperation (IMC)
- To understand the relevance of Inter-Municipal Cooperation for a better service delivery and thus for the overall delivery of good local governance. (General)
- To gain an-in-depth understanding of the key-elements, mechanisms, success factors at the core of IMC. (Advanced)

1.3.5 Module 22 – Cross Border Cooperation (CBC)
- To understand the relevance of Cross-Border Cooperation for a better service delivery, that ensures the improvement of the overall delivery of good local governance in a border area.
- To gain an-in-depth understanding of the key-elements, mechanisms, success factors at the basis of CBC.

1.3.6 Module 23 – City-to-City Cooperation (C2C)
- To understand the relevance of City-to-City Cooperation to promote local development opportunities, in turn ensuring the improvement of the overall delivery of good local governance.
- To gain an-in-depth understanding of the key-elements, mechanisms, success factors of C2C.

1.3.7 Module 24 – Equal Opportunities and Gender Balance
- To know the tools and legal frameworks available for ensuring equal access to opportunities to all.
- To become aware of gender perspectives as key factors determining eventually good governance at local level.
- To understand the role of leadership in ensuring equal opportunities and representativeness to all, at local level.
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January 2017
PRE-TRAINING SURVEY

Dear Participant,

Thank you for agreeing to participate in the Leadership Academy for Good Local Government (LAP) organised by the Council of Europe.

In order to prepare and adapt the Academy material for the training, we would be grateful if you could fill in the following questionnaire.

We would like to remind you that this survey is completely anonymous. Your answers will only be used to prepare aggregate analyses and summaries for better tailoring the LAP to your needs.

1 WHAT IS THE PRIORITY OF YOUR LOCAL GOVERNMENT IN THE CURRENT TERM OF OFFICE?

Please choose UP TO 2 ANSWERS FROM the following list:

- Infrastructural investments
- Social issues, solving social problems, etc.
- Stabilisation of the municipal/town budget
- Work of the administration on a daily basis, responding to questions and problems on a daily basis
- Civic participation
- Improving the quality of services to citizens and business
- Developing a strategic plan
- Another issue of the importance for the local self-government
- Don’t know, not sure

2 IN YOUR OPINION, WHAT ARE THE SOURCES OF THE GREATEST DIFFICULTIES IN THE DAY-TO-DAY MANAGEMENT OF YOUR LOCAL GOVERNMENT UNIT?

Please choose up to 3 categories

- Instability of the law, frequent changes in regulations
- Legal limitations in decision-making for local government in some areas
- Wrong interpretation of the law by regulatory bodies
- Staff shortages in local administration and inadequate structure
- Weak structure/management system of Local government
- Insufficient competencies among some employees
- Insufficient own revenues
- No adequate financing of entrusted tasks
- Passive citizens, their lack of interest in public affairs
- Obstacles to the withdrawal and use of EU funds
- Conflicts between executive power in the local government (mayor/) and city/municipal parliament
- Conflicts between local government and central government
- Political pressure, influence of political parties on how local government works
- Unfavourable macroeconomic environment
- Not sure

1 This questionnaire is based on the TNA questionnaire developed by Cezary Trutkowski in cooperation with Daniele Del Bianco within the Project “Human Resources Management in Local Self-Government” funded by the European Union and the Council of Europe and implemented by the Council of Europe in the Republic of Serbia.
3 WHAT IS YOUR OVERALL ASSESSMENT OF YOUR MUNICIPALITY/TOWN AS A PLACE TO LIVE?

(Please move the slider to the position which best reflects your views on the matter.)

Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

| very bad (1) | | [9] very good |

4 DOES YOUR LOCAL GOVERNMENT UNIT HAVE AN UP-TO-DATE DEVELOPMENT STRATEGY (OR AN EQUIVALENT STRATEGIC DOCUMENT)?

☐ Yes
☐ No
☐ Don’t know

4.1 IF YES, WERE THE STAKEHOLDERS OF YOUR CITY/MUNICIPALITY INVOLVED IN THE WORK ON THE CURRENT DEVELOPMENT STRATEGY?

(Please add name or short description of the local stakeholder – citizens, civil society organisations, private companies, etc.: __________________________________________________________________________

________________________________________________________________________________________

Please choose one answer only

☐ Yes, the office worked intensively with local stakeholders to develop the strategy
☐ The local stakeholders did not participate in developing the document, but the draft document underwent public consultation
☐ No, we developed the strategy without involving the local stakeholders
☐ Don’t know / Not sure
☐ The local stakeholders were involved in some other way (please specify): .................

5 IN THE LAST THREE YEARS, HAVE YOUR CITY/MUNICIPALITY ADMINISTRATION CONDUCTED ANY SELF-ASSESSMENTS?

Please choose one answer only

☐ Yes
☐ No
☐ Don’t know

5.1 IF YES, WHICH TOOL DID YOU USE FOR THE SELF-ASSESSMENT?

Please provide the name or describe the tool briefly:

..........................................................................................................................................................................................
6. **Generally speaking, how would you assess the efficiency of local administration at your local government unit?**

*(Please move the slider to the position which best reflects your views on the matter.)*

*Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value.*

<table>
<thead>
<tr>
<th>very bad (1)</th>
<th></th>
<th>(9) very good</th>
</tr>
</thead>
</table>

7. **In your opinion, what would be the most effective way to boost the performance of your city/municipality administration?**

*Please choose up to 2 key methods*

- Improving employee’s competencies
- Reorganising the work
- Increasing the number of the employees
- Raising employee’s salaries
- Improving the skills of managers in order to organize work better
- Improving the clarity of purpose
- Reducing the number of employees
- Changing remuneration system of employees / changing methods of salary calculations
- Improving interpersonal relationships
- Don’t know / Not sure
- Some other way (→…………..)

8. **What is your overall assessment of the following at your local government office:**

*Please choose one answer only in each row*

<table>
<thead>
<tr>
<th></th>
<th>Very good</th>
<th>Fairly good</th>
<th>Moderate</th>
<th>Fairly poor</th>
<th>Very poor</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees knowledge of their job responsibilities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Quality of work provided by employees</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Level of employees’ independence within their responsibilities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Employees’ innovative thinking in solving problems that arise</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Employees’ motivation to improve their professional qualifications</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Employees ability to work as a team</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Employees’ commitment and their work motivation</td>
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<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Employees’ integrity in performing their work duties</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Quality of customer service</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Clarity of purpose in public service delivery</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
Employees’ effectiveness in solving problems that arise

**9** **IN YOUR PERSONAL OPINION, IS A JOB AT THE LOCAL GOVERNMENT OFFICE ATTRACTIVE OR UNATTRACTIVE IN COMPARISON WITH OTHER AVAILABLE EMPLOYMENT OPPORTUNITIES?**

*(Please move the slider to the position which best reflects your views on the matter.)*

*Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value*

<table>
<thead>
<tr>
<th>Definitely unattractive (1)</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th>(9) Definitely attractive</th>
</tr>
</thead>
</table>

**10** **BELOW IS A LIST OF VARIOUS ISSUES, WHICH MAY MAKE A LOCAL GOVERNMENT JOB ATTRACTIVE. PLEASE SPECIFY HOW MUCH EACH OF THEM IS IMPORTANT OR UNIMPORTANT TO YOU PERSONALLY IN THE CONTEXT OF WORKING FOR LOCAL GOVERNMENT.**

*Please choose one answer only in each row*

<table>
<thead>
<tr>
<th>Issue</th>
<th>Very important</th>
<th>Fairly important</th>
<th>Fairly unimportant</th>
<th>Totally unimportant</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level of remuneration</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Possibility to keep a balance between career and private life</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Interesting challenges involved in fulfilling job responsibilities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Opportunities for career and professional development</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>Opportunities to improve one’s competencies</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
</tr>
<tr>
<td>Good reputation of the employer</td>
<td>☐</td>
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<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>Job stability</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Possibility to work with interesting people</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Autonomy at work</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Various tasks and responsibilities</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>A chance for attractive bonuses and salary increase</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Sense of purpose</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Pride in delivering services to the local community</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Proximity between workplace and home</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>Working time, working hours</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
</tbody>
</table>
11 Which of the listed factors do you consider to be the most important ones for the employees in your city/municipal administration, making your local self-government attractive as a place to work at?

Please name up to 3 most important factors:

- Level of remuneration
- Possibility to keep a balance between career and private life
- Interesting challenges involved in fulfilling job responsibilities
- Opportunities for career and professional development
- Opportunities to improve one’s competencies
- Good reputation of the employer
- Job stability
- Possibility to work with interesting people
- Autonomy at work
- Various tasks and responsibilities
- A chance for attractive bonuses and salary increase
- Sense of purpose
- Pride in delivering services to the local community
- Proximity between workplace and home
- Working time, working hours
- Don’t know / Not sure
- Something else is important (please specify): ____________________________

12 In your opinion, is a job at your local government satisfactory for employees who are employed there?

(Please move the slider to the position which best reflects your views on the matter.)
Enter a digit from 1 to 9 where 1 is the leftmost value and 9 is the rightmost value

| No, definitely not (1) | .......................... | (9) Yes, definitely |

13 Below listed are various factors, which may motivate employees to get engaged and work better. Please name those, which are the most important, moderately important and least important in motivating employees.

Please group those factors, placing each of them in the corresponding window on the right, by dragging them with the mouse.

Key motivating factors (1) Important, but not crucial (2) Without much importance (3) Difficult to describe/to classify into a group (4)

- Opportunities for personal growth and gaining experience
- Sense of causality – having an impact on reality
- Positive reputation of the employer
- Good relations with supervisors
14 Below mentioned are various areas where local government institutions fulfil their tasks or activities. Please provide a general assessment of your city/municipality in terms of the fulfilment of tasks or performance of activities in those areas.

Please subdivided those areas into ones where: (1) task are fulfilled smoothly and without major obstacles; (2) there are difficulties in fulfilling tasks but they are resolved; (3) there are major difficulties in fulfilling tasks and their resolution is highly problematic.

| Area where tasks are fulfilled smoothly | (1) |
| Fulfilling tasks is somewhat problematic | (2) |
| Major difficulties in fulfilling tasks | (3) |
| Not sure / No experience | (4) |

- Activities of cultural institutions, implementation of cultural policy
- Audit, internal audit, management of audit
- Building relationships with citizens, public consultations, collaboration etc
- Collaboration with non-governmental organisations
- Cooperation with neighbouring municipalities
- Development and management of projects
- Ethics and anticorruption measures
- European integration
- Equal opportunities / Fostering Diversity
- General administrative procedures
- HR management, HR policy
- Local Economic Development and Investment Attraction
- Managing the finances of the local government unit, local taxes and fees, financial and accounting issues
- Maintenance of public spaces
- Environmental protection
- Planning and implementation of infrastructural investments
- Public property management
- Cooperation with regional/national institutions
- Protection of classified information and personal data
- Protection of minority rights
- Public procurement and tender procedures
- Services to citizens and businesses, work organisation in the administration/secretariat, customer service centre etc.
- Social policy, social inclusion, activities of welfare institutions
- Cooperation with municipalities across national borders
- Strategic management of the local government unit
Leadership Academy Programme ▶ Page 8

PRE-TRAINING SURVEY

Urban/spatial planning and management of real estate property
Wastewater and solid waste management
Work time management and organisation of work
Creation of youth policies at the local level
Communication with the public and the media
Local public transport and local roads

15 HOW OFTEN (IN GENERAL) DO THE FOLLOWING PERSONS TAKE PART IN EXTERNAL TRAINING EVENTS:

This question refers to your local government unit; Please choose one answer only for each row

<table>
<thead>
<tr>
<th>Persons</th>
<th>Very often</th>
<th>Quite often</th>
<th>Quite rarely</th>
<th>Very rarely</th>
<th>Not sure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mayor, deputy mayor and assistant mayor</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Head of municipal/city administration</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Heads of departments/organisational units</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Employees</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Finally, we would like to ask a few questions for statistical purposes. We would like to remind you that THIS SURVEY IS COMPLETELY ANONYMOUS.

<table>
<thead>
<tr>
<th>Question</th>
<th>Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sex</td>
<td>- Female 0 - Male 1</td>
</tr>
<tr>
<td>Age</td>
<td>![ ... ]</td>
</tr>
<tr>
<td>Education</td>
<td>- Post-graduate 0 - Graduate 1 - High School 2</td>
</tr>
<tr>
<td>Position</td>
<td>- Mayor 0 - Deputy Mayor 1 - Head of administration 2 - Head of a department 3 - Specialist at the department 4 - Staff member at lower level</td>
</tr>
<tr>
<td>Service length at local government</td>
<td>![ ... ]</td>
</tr>
<tr>
<td>Size of local government unit</td>
<td>![ ... ]</td>
</tr>
<tr>
<td>Main motivations for attending the LAP</td>
<td>![ ... ]</td>
</tr>
<tr>
<td>Key expectation from the training</td>
<td>![ ... ]</td>
</tr>
</tbody>
</table>

Thank You for completing the questionnaire!