



Illustration:
The Effects of Good Government
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LEADERSHIP ACADEMY PROGRAMME

HUMAN RESOURCES AND LEADERSHIP

TOOLKIT

The LAP is an interactive training programme for public authorities to develop leadership for organisations, for strategy and for capacity-building.

Council of Europe

Centre of Expertise for Good Governance

2020



CENTRE OF EXPERTISE
FOR GOOD GOVERNANCE



LAP

LEADERSHIP ACADEMY PROGRAMME

Pre-training survey

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1 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 questionnaire¹.

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

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.

- Not sure
- Another source of problems.....

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
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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)*:.....

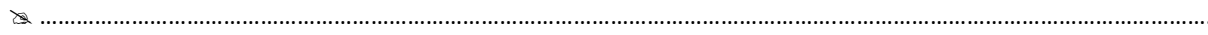
5 IN THE LAST THREE YEARS, HAVE YOUR CITY/MUNICIPALITY ADMINISTRATION CONDUCTED ANY SELF-ASSESSMENTS?

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

very bad (1)	☞.....	(9) very good
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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

	Very good	Fairly good	Moderate	Fairly poor	Very poor	Not sure
Employees knowledge of their job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of work provided by employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Level of employees’ independence within their responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees’ innovative thinking in solving problems that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees’ motivation to improve their professional qualifications	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees ability to work as a team	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees’ commitment and their work motivation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees’ integrity in performing their work duties	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Quality of customer service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Clarity of purpose in public service delivery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees' effectiveness in solving problems that arise	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Definitely unattractive (1)	(9) Definitely attractive
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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

	Very important	Fairly important	Fairly unimportant	Totally unimportant	Not sure
Level of remuneration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to keep a balance between career and private life	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Interesting challenges involved in fulfilling job responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities for career and professional development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Opportunities to improve one's competencies	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Good reputation of the employer	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Job stability	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Possibility to work with interesting people	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy at work	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Various tasks and responsibilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A chance for attractive bonuses and salary increase	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sense of purpose	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pride in delivering services to the local community	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Proximity between workplace and home	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Working time, working hours	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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
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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	<input type="checkbox"/>
Good relations with supervisors	<input type="checkbox"/>
Being appreciated by the management (supervisors)	<input type="checkbox"/>
Level of remuneration	<input type="checkbox"/>
Good co-operation, collegiality	<input type="checkbox"/>
A high degree of independence in performing one's tasks	<input type="checkbox"/>
Charisma and reputation of the Mayor/president of the municipality	<input type="checkbox"/>
Supervisors being interested in their employees	<input type="checkbox"/>
Opportunities to get promoted	<input type="checkbox"/>
Financial and in-kind awards	<input type="checkbox"/>
Respect of mission of the local government	<input type="checkbox"/>
A good atmosphere at work	<input type="checkbox"/>

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	<input type="checkbox"/>
Audit, internal audit, management of audit	<input type="checkbox"/>
Building relationships with citizens, public consultations, collaboration etc	<input type="checkbox"/>
Collaboration with non-governmental organisations	<input type="checkbox"/>
Cooperation with neighbouring municipalities	<input type="checkbox"/>
Development and management of projects	<input type="checkbox"/>
Ethics and anticorruption measures	<input type="checkbox"/>
European integration	<input type="checkbox"/>
Equal opportunities /Fostering Diversity	<input type="checkbox"/>
General administrative procedures	<input type="checkbox"/>
HR management, HR policy	<input type="checkbox"/>
Local Economic Development and Investment Attraction	<input type="checkbox"/>
Managing human teams, team work techniques, conflict resolution etc	<input type="checkbox"/>
Managing the finances of the local government unit, local taxes and fees, financial and accounting issues	<input type="checkbox"/>
Maintenance of public spaces	<input type="checkbox"/>
Environmental protection	<input type="checkbox"/>
Planning and implementation of infrastructural investments	<input type="checkbox"/>
Public property management	<input type="checkbox"/>
Cooperation with regional/national institutions	<input type="checkbox"/>
Protection of classified information and personal data	<input type="checkbox"/>
Protection of minority rights	<input type="checkbox"/>
Public procurement and tender procedures	<input type="checkbox"/>
Services to citizens and businesses, work organisation in the administration/secretariat, customer service centre etc.	<input type="checkbox"/>

Social policy, social inclusion, activities of welfare institutions	<input checked="" type="checkbox"/>
Cooperation with municipalities across national borders	<input checked="" type="checkbox"/>
Strategic management of the local government unit	<input checked="" type="checkbox"/>
Urban/spatial planning and management of real estate property	<input checked="" type="checkbox"/>
Wastewater and solid waste management	<input checked="" type="checkbox"/>
Work time management and organisation of work	<input checked="" type="checkbox"/>
Creation of youth policies at the local level	<input checked="" type="checkbox"/>
Communication with the public and the media	<input checked="" type="checkbox"/>
Local public transport and local roads	<input checked="" type="checkbox"/>

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

	Very of- ten	Quite of- ten	Quite rarely	Very rarely	Not sure
Mayor, deputy mayor and assistant mayor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Head of municipal/city administration	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Heads of departments/organisational units	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Employees	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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

Sex	<input type="checkbox"/> - Female	<input type="checkbox"/> - Male	
Age	<input checked="" type="checkbox"/> ...		
Education	<input type="checkbox"/> - Post-graduate	<input type="checkbox"/> - Graduate	<input type="checkbox"/> - High School
Position	<input type="checkbox"/> - Mayor	<input type="checkbox"/> - Deputy Mayor	<input type="checkbox"/> - Head of administration
	<input type="checkbox"/> - Head of a department	<input type="checkbox"/> - Specialist at the department	<input type="checkbox"/> - Staff member at lower level
Service length at local government	<i>number of years worked at the local government:</i> <input checked="" type="checkbox"/> ...		
Size of local government unit	_____ residents		
Main motivations for attending the LAP			
Key expectation from the training			

Thank You for completing the questionnaire!

Website

Centre of Expertise for Good Governance
<https://www.coe.int/en/web/good-governance/centre-of-expertise>

