

Profil absolventa verejnej správy

Prístupy k vzdelávaniu v oblasti participácie a iných blízkych tém

Na základe prieskumu dostupných materiálov (desk top research) pozreli sme sa na existujúce prístupy k vzdelávaniu verejnej správy v oblasti participatívnej tvorby verejných politík. Na základe zisteného (najmä z anglosaského, čiastočne francúzskeho a nemeckého prostredia) a na základe vlastných skúseností zo Slovenska, Českej republiky, prípadne niektorých iných európskych krajín sme pomenovali nasledovné aspekty:

- Existuje veľmi málo vzdelávacích programov, zameraných špecificky na oblasť participatívnej tvorby verejných politík pre predstaviteľov a predstaviteľky verejnej správy.
- Vzdelávanie v oblasti participácie je často nasmerované na **vzdelávanie neziskových organizácií** (aj v rozvojových krajinách), menej alebo vôbec nie na predstaviteľov verejnej správy.
- V zahraničí sa možno stretnúť so špecifickým **vzdelávaním facilitátorov, konzultantov či praktikov v oblasti participácie verejnosti** (tých, čo dizajnujú a vedú participatívne procesy). Takéto tréningy (nie dlhodobé programy) realizuje napríklad IAP2 – International association for public participators.
- Vzdelávanie pre verejnú správu v niektorých krajinách obsahuje špecifické moduly, programy či štúdiijné programy, rozvíjajúce **oblasť „policy makingu“**, ale nie so zameraním na participatívnu tvorbu verejných politík. Iné programy rozvíjajú iné tematické oblasti, orientované na verejnú správu, často zamerané na rozvoj zručností (tvrdých, mäkkých), alebo rozvíjajúce oblasti kompetencií.

Celkovo možno povedať, že vzdelávanie v tejto oblasti je sporadické, nesystémové a ak existujú pozitívne príklady, tak sú len ojedinelé (napríklad podrobne rozpracovaný program vzdelávania v rámci EPA – Environmental Protection Agency v USA).

Dokument	Autori	Abstrakt, obsah	Link
Knowledge and skills for policy making – stories from local public managers in Florida	Yahong Zhang, Rutgers University at Newark Robert Lee and Kaifeng Yang Florida State University	Publikácia, zameraná na identifikovanie vedomostí a zručností, ktoré potrebujú predstavitelia samosprávy na manažérskej / riadiacej úrovni pre prípravu verejných politík prostredníctvom série rozhovorov. Local public managers regularly participate in the legislative policy-making process and even play a leadership role in policy preparation and deliberation. This phenomenon challenges the dichotomy model of the politics administration relationship and raises some rarely studied questions: How do managers work with their elected officials to shape legislative policy making? What knowledge and skills do they need to participate effectively in policy making? And how can MPA programs help prepare students who are interested in a local government career for this role? To answer these questions, we conducted interviews with city and county managers in Florida. The opinions from local public managers help us better understand their role in policy making and provide us with valuable insights about the development of MPA education.	http://www.naspaa.org/JPAEMessenger/Article/VOL18-1/11_zhangleeyang.pdf
Community Participation in Planning (CPIP)-		Vo výstupoch zo spoločného projektu, zameraného na zapojenie komunity do plánovania možno nájsť skúsenosti z akademického sektora univerzít z Ulstru, Milána a Aveira. Správa prezentuje zaujímavý rámec zručností, potrebných pre realizáciu komunitného plánovania.	https://www.researchgate.net/publication/319272780_Community_Participation_in_Planning_CPIP-

Participatory Skills Framework		<p>Community Participation in Planning (CPIP) was a two year collaborative project involving Ulster University (UK), Community Places (UK), the University of Aveiro (Portugal) and the Politecnico di Milano (Italy). CPIP was funded through the European Union's (EU) Erasmus+ programme, supporting education and training activities in order to foster quality improvements and innovation across a range of sectors. The information and opinions expressed in this report have been compiled by the authors in good faith and informed by the active participation in, and reflections from, the CPIP project. All opinions contained in this report constitute the judgment of the authors at the date of publication and are subject to change. This report is intended to provide an overview of the project and the presentation of the project's skills framework. It is not intended to provide a comprehensive statement on community participation in planning and does not necessarily reflect the views of the academic partners, local partnering organisations, the Erasmus+ programme or the European Union. "The European Commission support for the production of this publication does not constitute an endorsement of the contents which reflects the views only of the authors, and the Commission cannot be held responsible for any use which may be made of the information contained therein."</p>	<p>Participatory Skills Framework http://ec.europa.eu/programmes/progress/alfresco-webscripts/api/node/content/workspace/SpacesStore/c6be0560-5819-4d4f-b6f3-751b6430b1ae/CPIP%20Skills%20Framework_Overview.pdf</p>
Public Participation Guide: Foundational Skills, Knowledge, and Behaviors		<p>Výborný dokument, komplexne sprostredkujúci pohľad na vzdelávanie v oblasti participácie pre predstaviteľov štátnej správy. Pomenúva vedomosti, zručnosti a žiaduce správanie, potrebné pre túto oblasť a definuje aj stratégie, ako ich rozvíjať.</p> <p>The individual skills and behaviors of the project team are paramount to a successful public participation program. There is no one magic skill that will help you to always succeed. However the right attitudes and behaviors are always necessary for success and will go a long way in building the trust and credibility necessary for successful public participation. The skills, knowledge, and behaviors outlined in this section are all essential for success. All can be learned, but all require practice, experience, and diligence to ensure their effective use. Few public participation projects can achieve success without all of these actions taking place.</p> <p>The objectives of these workshops are to:</p> <ol style="list-style-type: none"> (1) share the key features and foundations of the U.S. EPA's Public Participation Guide; (2) share best practices, challenges, and strategies in engaging the public; (3) discuss different tools and techniques used throughout the country/region; and (4) build a network of people to help strengthen public participation by creating a community of support and practice. <p>These workshops usually include expert presentations, interactive discussions, small group break-out sessions on best practices and case studies, and group deliberations on various public participation strategies and tools.</p> <p>Introduction to the Guide Introduction to Public Participation Situation Assessments The Right Level of Public Participation Public Participation Process Design Public Participation Tools Public Participation Workshops Foundational Skills, Knowledge, and Behaviors</p>	<p>https://www.epa.gov/international-cooperation/public-participation-guide-foundational-skills-knowledge-and-behaviors</p>

		Resources	
Participatory Policy Making	Jennifer Rietbergen-McCracken	<p>Autori sa vo svojej štúdii zameriavajú na prístupy k samotnému policy – makingu so zapojením verejnosti. Skôr ako sériu nástrojov vnímajú ho ako celkový prístup, v ktorom definujú rolu verejných inštitúcií, neziskových organizácií, donorov a záujmových skupín pri jeho zavádzaní do praxe.</p> <p>Participatory policy making is more of a general approach than a specific 'tool' as the overall goal, no matter which method is followed, is to facilitate the inclusion of individuals or groups in the design of policies via consultative or participatory means to achieve accountability, transparency and active citizenship. The push for this participatory process can be top-down i.e. by the government/organization initiating participatory approaches to policy-making or bottom-up through particular stakeholder groups advocating a participatory approach or seeking to influence a specific policy. There are also cases where external bodies such as donors are responsible for proposing such an approach. In this respect, it should be stressed that while governments and international development organizations have a large part to play in opening political space, creating the right conditions, and setting up the necessary structures and processes to enable participatory policy-making, civil society organizations (CSOs) also have an important role to play. Their role concern or involve raising awareness about the issues at stake, helping citizens and communities or</p>	https://www.civicus.org/documents/toolkits/PGX_F_ParticipatoryPolicy%20Making.pdf
Public Participation for 21st Century Democracy	Tina Nabatchi and Matt Leighninger Hoboken, NJ: John Wiley, 2015	<p>Dokument prináša celkový pohľad na teóriu a prax participácie, jej využitie vo verejnej oblasti a ponúka scenáre, taktiky a nástroje pre jej presadenie, neprináša však systémovú pohľad na rozvoj spôsobilostí.</p> <p><i>Public Participation for 21st Century Democracy</i>, co-written with Tina Nabatchi, explores the theory and practice of public participation in decision making and problem solving. It examines how public participation developed over time to include myriad thick, thin and conventional opportunities, occurring in both face-to-face meetings and online settings. The book explores the use of participation in various arenas, including education, health, land use, and state and federal government. It offers a practical framework for thinking about how to engage citizens effectively, and clear explanations of participation scenarios, tactics and designs. Finally, the book provides a sensible approach for reshaping our participation infrastructure to meet the needs of public officials and citizens.</p>	https://www.publicagenda.org/pages/about-us
Top Skills & Qualities You Need for the Public Sector	Bright Network	<p>Článok, prezentujúci súhrn 14 zručností / spôsobilostí pre predstaviteľov verejného sektora.</p> <p>If you're wondering how to impress in the public sector, we sum up the top 14 skills and qualities you'll need to make an impact both at the application stage and if you successfully secure a job in this area.</p>	https://www.brightnetwork.co.uk/career-path-guides/public-sector-government/top-skills-qualities-you-need-public-sector/
Core Skills for public sector innovations	This work is licenced under the terms of the Creative Commons Attribution –Share Alike 3.0 IGO Licence.	<p>Parciálny pohľad na zručnosti, týkajúce zavádzania inovácií vo verejnej správe – zaujímavý ako kontext pre porovnanie zručností, zameraných na presadenie participácie.</p> <p>To meet today's public policy challenges – continued fiscal pressures, rising public expectations, more complex public policy issues – there is a crucial need to increase the level of innovation in the public sector. There is a fundamental need to increase the level of innovation within the public sector of OECD countries and EU states if they are to meet the challenges of the 21st century, a need which has only been increased by the fiscal pressures placed on many states by the 2008-9 crisis. At the OECD Observatory of Public Sector Innovation's November 2014 conference "Innovating the Public Sector: From Ideas to Impact" – a forum that brought together ministers, public sector leaders and innovators (both inside and outside the public</p>	https://www.oecd.org/media/oecdorg/satellitesites/opsi/contents/files/OECD_OPSI-core_skills_for_public_sector_innovation-201704.pdf

		sector) – four “calls to action” were presented that needed to be urgently addressed to promote and enable public sector innovation. The first of these calls is about the skills and capabilities of officials.	
From network manager to pathfinders	<u>David Donaldson</u> 06.10.2017	<p>Celkový pohľad na prácu predstaviteľov verejnej správy pri zavádzaní zmein v spoločnosti, vrátane identifikovania potrebných zručností. Autor zručnosti popisuje cez tzv. okruhy spôsobilostí, ktoré hrajú špecifickú rolu v práci verejných predstaviteľov.</p> <p>Public servants’ work is becoming more complex as government’s role in society changes. What skills will the government employees of tomorrow need? Government is being forced to adapt as citizens’ expectations change, technology advances and some of the traditional levers of power dissolve.</p> <p>New problems call for new capabilities. So what skills will be required to keep government humming along and individual public servants in gainful employment? A <u>recently released report</u> from the Organisation for Economic Cooperation and Development has attempted to wrap its hands around this rather slippery issue. The key challenges are well-known but have complex effects. There is the increasing prominence of wicked, multi-dimensional problems like climate change and family violence. Society is more pluralistic and interconnected, with citizens who are able and willing to scrutinise government. And the boundaries of the public sector are blurring as contractors play a larger role in the delivery of vital services, leading to more open and networked governance.</p> <p>To get a handle on the question, the OECD considered the impact these shifts will have on what it sees as the four main skill “bundles” involved in creating public value.</p>	https://www.themandarin.com.au/84507-network-managers-pathfinders-future-public-service-skills/