

in-touch

Newsletter



Professional coaching for today's and tomorrow's public service leaders

PAI is proud to offer individualised professional coaching sessions for public officers who would like to achieve high performance and improvement at work.

What do we mean by professional coaching?

We define professional coaching as a process of developing a confidential relationship between a coachee and a certified coach, focusing on individual growth and development through exploring, identifying and implementing actions to move towards achieving the coachee's professional goals.

Why is coaching necessary?

Experienced and capable executives need highly tailored, timely and flexible responses to help them stay on top of their jobs, to optimise their performance and to sustain the emotional resilience they need. Professional coaching offers challenge, feedback and support to individuals or teams. World-class sportsmen and women value coaching

to maximise their performance and build their confidence; similar benefits can be gained for senior staff and their teams. Challenge, feedback and support require:

- A clear agreement about what is needed and what the criteria for success are
- An effective working relationship based on trust and confidentiality
- Regular meetings to discuss, take and review appropriate actions and progress

How can professional coaching help you?

By focusing on your specific skills and goals, PAI's professional coaching can help you:

- With performance improvement
- To strengthen your interpersonal or management skills
- To overcome a specific challenge in your job
- To handle conflict situations effectively
- To support your learning and

development

- To prepare and support you in a leadership role
- To focus on accelerating your career development

Your coach will guide you towards increasing your focus on the journey to attain your goals through collective exploration, experimenting, and implementing action plans. If you are a senior manager or an HR professional, we can also help you to become a 'peer coach' and to develop a coaching culture in your organisation. Or if you are interested in group coaching, we can also design a group coaching service for your team. For more information please contact us: pai@public-admin.co.uk



PAI colleague receives award

Our warm congratulations go to Professor Gavin Drewry, a member of our Advisory Panel, who has been awarded a Higher Doctorate (a DSc) by The University of Southampton, on the basis of an extensive portfolio of research publications spanning some fifty years. Such doctorates are the highest level of degree awarded by UK universities.

Gavin (on the left), with Jon Sopel, British television presenter and correspondent



Keeping cities moving

Professor Gavin Drewry, PAI Workshop Director

The many challenges posed to modern societies by car usage – including traffic congestion, environmental pollution, road safety, motoring-related crime and vehicle and fuel taxation – are just one important part of a very much bigger picture of what’s involved in managing cities, a picture that is far from unique to the UK and its capital city. Policy makers and transport providers around the world have constantly to wrestle with the economic and social necessities of facilitating the safe and effective transportation both of their home populations and of those from further afield, travelling for touristic, social and commercial reasons. In doing this they must try to balance the diverse and sometimes conflicting interests of various categories of transport user (local residents, commuters, tourists, etc); and of reconciling the characteristics of different modes of transport - cars, buses, trains, trams, taxis, delivery vans, cyclists and pedestrians.

Some of these challenges are essentially technical, and some of the possible solutions may be technical too (IT systems, now such a taken-for-granted part of our infrastructure, have only been around for a couple of decades). But the quest for solutions also has a political dimension; vocal lobbies of providers and users try constantly to bring influence to bear; transport-related issues often feature in election manifestos.

Transport-related challenges are particularly acute in major cities and conurbations. Without an efficient transport infrastructure, they will grind to a halt and become economically and socially dysfunctional. London, currently with a core population of 8.5 million people, with a commuter belt of around 5 million, and with some 38 million overseas visitors every year, is very much a case in point.

London’s transport system mostly works well – but by no means always. The number of travellers has grown exponentially and much of the infrastructure is old. The system has developed piecemeal over many years, through a mixture of public and private enterprise. The first underground railway – the beginnings of the ‘Tube’ network – opened in 1863; other lines were later added, and there is a never-ending saga of repair and upgrade. Tunnels built in the Victorian era, originally to allow horse-drawn vehicles to pass beneath the River Thames, are now used by trains. The Docklands Light Railway, an automated light metro system, with driverless trains, opened in 1987 to serve the redeveloped Docklands area of East London. Although much of the road network is quite modern, much of its layout still shows signs of having been conceived in a more leisurely age, when ‘horsepower’ really did mean horses.

Governance of London’s transport system involves a sprawling patchwork of organisations – some more joined-up than others. London buses are operated as commercial franchises under the auspices of the directly elected Mayor of London and the separately elected Greater London Authority (GLA). The main transport network (tubes, buses, trams and river transport) is overseen by an entity called Transport for London (TfL), which is answerable to the Mayor; taxis are licenced by TfL. Other transport-related functions are in the hands of the 32 London boroughs and the Metropolitan Police. The national railway system, partly privatised, partly nationalised,



is separate from but linked in various complex ways with London’s local transport system. At the apex of the whole institutional edifice there is a central Government ministry, responsible for English transport policy and funding at a macro level - and answerable to the UK Parliament. Those seeking a neat and readily comprehensible organogram of the governance of London’s transport will seek in vain.

Much has been and is still being done to modernise and improve the system. Recent and continuing developments include the introduction of congestion charging for vehicles entering central London; the still ongoing construction of a massive east-west Crossrail overground link; a facility for hiring bicycles from numerous locations: the proliferation of residents-only parking zones - and much else besides.

The picture is mixed – with many upsides, many downsides and a lot of daunting challenges still to be overcome. We in London have a lot both to learn and to offer from sharing and comparing our transport experiences with those of other cities and urban communities around the world. PAI has designed a one-week professional development workshop for that very purpose. Keeping Cities Moving: London’s transport system in the 21st century will run from 10 to 14 September 2018. Details of the programme and guidance on how to apply can be found at www.public-admin.co.uk. Please come and join us!

Improving justice in Armenia

Dr Tatevik Davtyan, Director of the State Agency of Implementation of Judicial Projects, Ministry of Justice, Republic of Armenia

I had the privilege of participating in PAI's professional development workshop on "Justice, Fairness and the Rule of Law: Better legal systems, better governance" in London from November 20 to 24, 2017. The workshop was hosted by PAI's highly professional team.

I found the workshop informative, enjoyable and educational. The topics covered included an introduction to the justice system of England and Wales; examination of the meaning and significance of the rule of law, drawing upon the UK experience and the shared experiences of participants; recent and current initiatives to modernise the management and delivery of justice; financial and other obstacles to accessing the justice system, and other related issues.

What I enjoyed most about the workshop was that it combined theory with practice. In-class discussions included theoretical and sometimes controversial issues about the rule of law and justice delivery. These discussions allowed us to familiarise

ourselves with the UK experience and those of the different countries of the other participants. The workshop design provided the opportunity to visit and discuss many issues directly with lawyers, judges, court administrators and other relevant officials. This gave us a better understanding of the system and enabled us to draw useful conclusions, allowing us to expand our professional network for possible future co-operation.

Another important aspect of the workshop was its focus on a very important and sensitive topic - access to legal aid. The UK legal aid scheme, its features and procedures, were well presented by a representative of the Ministry of Justice and supplemented with information provided by Professor Drewry, the Workshop Director. Knowledge of the UK experience and best practices was specifically important for me since my country is in the process of intensive judicial reforms, including reform of the legal aid system which is currently not functioning well, and which is going to be modernised. The UK model, which has proved to be successful,



could be one of the best practices that we might explore more fully to borrow suitable elements or procedures to introduce into our legal aid system.

I'd like to thank PAI and all its team members for their hard work and efforts that went into making this useful workshop happen.

Tailored to your needs

Claire Cameron, PAI Director

One of the things we enjoy at PAI is designing and running tailor-made workshops. The last six months or so have been busy and we've been happy to respond to quite a few requests for special programmes here in London:

Good Practice in Regulation for Latvia - The State Chancellery, Government of Latvia, invited us to develop a tailor-made exchange visit for senior public servants to look at good practice in regulation and how to establish more collaborative working models across government.

Corporate Governance and Board

Effectiveness for Nigeria - We designed and ran a high-level retreat for the Chairman, Director-General and senior Board Members from the Nigerian Maritime Administration and Safety Agency (NIMASA)

Local Government Exchange Visit for Northern Cyprus - We arranged a focussed exchange visit to London for the Mayor of Gönyeli Municipality, Nicosia, and the Municipality's team of Directors and Heads of Units.

Sri Lanka Judicial Administration - At the request of the Sri Lankan Judges'

Institute, we designed two tailor-made Judicial Administration workshops for senior High Court Judges

Job Evaluation Training for The Gambia - Two groups of Gambian civil servants from the Personnel Management Department of the Office of the President joined two separate four-week skills development programmes.

Performance Management, Capability Reviews and Improvement Plans for Macedonia - We designed and delivered a programme focussing on the UK experience of performance management, implementing performance improvement plans, capability reviews and the vital importance of human resources aspects of reform.

New consultancy projects around the world

Slava Gromlyuk, PAI Director

We've been keeping busy over the last six months with quite a range of new consultancy projects in the Balkans and the Caucasus. They include:

Georgia – Training and consultation support to increase capacity of Ministries' Policy Units in public policy analysis within the framework of a project on Supporting Public Administration Reform in Georgia, implemented by the United Nations Development Programme.

Kosovo – Strengthening the National Statistics System of Kosovo, including providing support to the Kosovo Agency of Statistics, funded by the Swedish International Development Co-operation Agency. And a British Embassy funded study to explore the scope for Strengthening the Competition Authority and the State Aid Department of the Ministry of Finance.

Macedonia – Strengthening the Government Cabinet structures by reviewing the current Law on Public Service, developing a comprehensive assessment methodology including key performance indicators and developing recommendations for implementation. The assignment is funded by USAID.

Serbia – Supporting Human Resource Management reform in state administration through advice and training for senior public servants on managerial accountability and delegation of authority. The services are funded through the UK Good Governance Fund.



Ukraine – Supporting the Pension Fund of Ukraine in implementing internal changes foreseen in its Strategy for Modernisation and Development. This project is also funded through the UK Good Governance Fund.

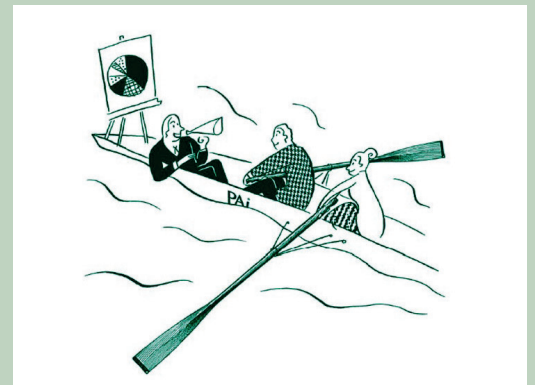
We've also been selected for the EC-funded SIEA (Services for Implementation of External Aid) 2018 framework contract under Lot 3 (human rights; governance; civil society; local authorities and decentralisation; crisis management; migration; and security) in a consortium led by IBF, Belgium, and under Lot 4 (human development, including education; culture; health; vocational education and training; and research and innovation) in a consortium led by Proman from Luxembourg.

“Developing Your People Management Skills”

New one-week workshop

21 to 25 May 2018 and 1 to 5 October 2018

Organisations need leaders and managers and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future. This workshop will focus on the latest developments and skills in management and the relevance to public services and what they mean for people managing others to deliver a transformed public sector. For more information contact Clare Walters (clare.walters@public-admin.co.uk).



PAI in other languages

Following on from our discovery that Pai has a number of pleasant meanings in Maori, including “excellent” “efficient” and “good looking”, we are now happy to learn that it also means “father” in Portuguese. Does anyone know of any other translations?