



ACSH Panel Session

**“Rethinking Leadership in Public Administration: Challenges and Prospects for the Post-Soviet Countries”**

2021 ASPA Annual Conference (online)

***Concept Note and Panel Agenda***

**Date and Time:** April 9, 2021, 19:00 hrs. (Nur-Sultan) / 09:00 hrs. (Washington, DC)

**Online Platform:** <https://engagez.com> Virtual Event Solution Platform (with some roles in ZOOM)

***Concept Note***

Globalisation and the increased level of interdependence among countries and their mutual influence facilitated by the rapid development of digital technologies, as well as the peculiarities of the VUCA world have a great impact on the environment in which governments around the world function and operate, including those in the post-Soviet region. These challenges, along with those governments are confronted with, due to the ongoing COVID-19 pandemic, are critical, forcing governments to assess the capacity of their public administration in coping effectively with them.

This state of affairs is further complicated, for the post-Soviet countries in our region, as most of these countries are still undergoing a long, non-linear and complex transformation. They are enhancing accountability and transparency of their government machineries, while they are also combatting corruption and striving to reach an optimal equilibrium in the balance of powers, responsibility, and resources among different levels of government; as well as to further professionalise their civil services.

Thus, for governments to respond to such global and regional challenges effectively, they need to build public administration systems that can cope with them nowadays and in the future. In this regard, leadership, management skills and a conducive corporate culture become crucial in determining their ability to reach their goal for establishing a responsive and agile public administration. Leadership in public administration is vital to the effective management of change for further development, while dealing with inherent uncertainty. Hence, public administration is in need of forward-looking, capable and well-qualified leadership that can oversee the effective management of government agencies - based on best-fit practices, e.g., project and change management, kaizen techniques, etc. It is also in need to promote a corporate culture, where values such as respect for human dignity, work life balance and recognition of the efforts of civil servants take centre stage.

In this context, sharing experiences, good practices and lessons learned in strengthening leadership and building capacity to effectively address current challenges is important for the countries of the region and beyond. For this reason, the ACSH – in accordance with its mission as a knowledge and experience facilitating agent – plans to invite representatives of the academic community and public administration practitioners to participate in a special panel



session, during the annual ASPA conference, in order to discuss aspects of leadership, management skills and corporate culture approaching them from both an academic and a practical point of view.

It is expected that invited speakers will present their countries' experience and perspectives on leadership in public administration and their vision and prospects, while taking into consideration the developments that are taking place in post-Soviet countries. In addition, it is expected that the panel session participants will take an active part in the discussion and share their views and provide their recommendations on the development of leadership in public administration. It is hoped that this discussion will be especially useful for those countries that are currently contemplating the issue of leadership in their currently undergoing modernisation and transformation efforts and activities.

The main expected outcomes of the session are:

- To exchange experience and best practices in the field of effective executive leadership in public administration, leaders' responsibilities and their leadership skills;
- To identify the most pressing challenges of leadership in public administration, as well as issues influencing the level of job performance and satisfaction of employees, improving the effectiveness of government and public agencies, including good planning, efficiency, transparency, and accountability;
- To discuss issues relating to the balance of powers, responsibilities, and resources, the division between the powers of political and administrative civil servants;
- To develop partnerships in order to generate knowledge on the issues at hand that may be beneficial to all.

### *Preliminary Panel Agenda*

**Moderator:**

**Mr. Panos Liverakos**, Member of the Advisory Board of the Astana Civil Service Hub, Editor-in-Chief of the International Journal of Civil Service Reform and Practice

19:00 – 19:15 (KZ) 09:00 – 09:15 (EST)	<b>Opening remarks</b>
	<p><b>Mr. Alikhan M. Baimenov</b>, Chairman of the Steering Committee, Astana Civil Service Hub</p> <p><b>Mr. William P. Shields</b>, Executive Director, American Society for Public Administration</p> <p><b>Mr. Timur M. Suleimenov</b>, Deputy Head of the Executive Office of the President of Kazakhstan</p> <p><b>Ms. Elsa Pilichowski</b>, Director, Public Governance Directorate, OECD</p>
19:15 – 20:00 (KZ) 09:15 – 10:00 (EST)	<b>Presenters</b>
	<p><b>Ms. Maia Dvalishvili</b>, Deputy Director, Civil Service Bureau of Georgia</p> <p><b>Mr. Ahmad Nader Nadery</b>, Chairman, Independent Administrative Reform and Civil Service Commission of Afghanistan</p> <p><b>Ms. Iveta Reinholde</b>, Professor, Head of Political Science Department, University of Latvia</p> <p><b>Mr. Bahram Khalilov</b>, Deputy Chair, State Examination Center of the Republic of Azerbaijan</p>
20:00 – 20:15 (KZ) 10:00 – 10:15 (EST)	<i>Break time</i>
20:15 – 20:50 (KZ) 10:15 – 10:50 (EST)	<b>Presenters (cont.)</b>
	<p><b>Ms. Nataliia Aliushyna</b>, Head, National Agency of Ukraine for Civil Service</p> <p><b>Mr. Atabek Khasanov</b>, First Deputy Director, Agency for Development of Public Service under the President of the Republic of Uzbekistan</p> <p><b>Mr. Vitalis Nakrosis</b>, Professor, Public Administration, Institute of International Relations and Political Science, Vilnius University, Lithuania</p> <p><b>Mr. Zharkyn Tleukenov</b>, Director, Department for Civil Service, Agency of the Republic of Kazakhstan for Civil Service</p>



20:50 – 21:25 (KZ) 10:50 – 11:25 (EST)	<b>Discussion and Q&amp;A</b>
	<p><b>Prof. James L. Perry</b>, Distinguished Professor Emeritus, Chancellor’s Professor of Public and Environmental Affairs Emeritus, Paul H. O’Neill School of Public and Environmental Affairs, Indiana University, Bloomington, USA</p> <p><b>Dr. Stephen E. Condrey</b>, President, Condrey and Associates Inc., USA</p> <p><b>Ms. Saltanat Liebert</b>, Associate Professor, L. Douglas Wilder School of Government and Public Affairs, Virginia Commonwealth University, USA</p> <p><b>Mr. Peter Vandenbruaene</b>, Learning Solution Manager, Head of International Relations, Training Institute of the Federal Administration (TIFA), Federal Public Service Policy and Support (BOSA), Belgium</p>
21:25 – 21:30 (KZ) 11:25 – 11:30 (EST)	<b>Wrap-up</b>