

Leadership and Management Development Programme for Senior and Middle Level Managers of Civil Servants

Programme objective

The purpose of this programme is mainly to strengthen the government efforts to develop the capacity of senior¹ and middle managers² of civil servants across all levels of Government.

The overall objective is to improve knowledge, understanding and skills of senior and middle level managers of all Ministries in nine key selected topics, in order for them to perform their work in their ministries/ departments more effectively.

The participants

The training programme is delivering to about 700 participants (civil servants) include:

- 100 participants are senior level managers of the civil servants in Phnom Penh;
- 300 participants are middle levels managers of civil servants in Phnom Penh; and
- 300 participants are middle levels managers of civil servants in provinces. The participants in provinces will be divided in to 3 regions as following:
 - Region 1 (Preah Sihanuk province): for participants from provinces of Preah Sihanuk, Kandal, Kampong Speu, Takeo, Kampot, Kep and Koh Kong.
 - Region 2 (Siem Reap province): for participants from provinces of Siem Reap, Banteay Meanchey, Pailin, Battambang, Pursat, Kampong Thom, Preah Vihear and Oddar Meanchey.
 - Region 3 (Kratie province): for participants from provinces of Kratie, Stung Treng; Ratanakiri, Mondulkiri, Kampong Cham, Kampong Chhnang, Prey Veng and Svay Rieng.

Topics/Themes

The nine (9) selected topics and duration of each topic for this training programme are shown in table below:

No.	Topics/Themes	Class Duration for Workshop to Senior Managers (Days)	Class Duration for Workshop to Middle Managers (Days)
1	Planning and Managing Capacity Development	0.5	2
2	Organizational Effectiveness Skills	0.5	2
3	Managing Changes	0.5	2
4	Performance Management	0.5	2
5	Implementation of the HR Policy (HRM)	0.5	2
6	Conflict Management and Resolution	0.5	2
7	Improving Service Quality and Delivery	0.5	2
8	Workforce Planning	0.5	2
9	Management Principles and Practices	0.5	2

Methodologies

The particular value of this training programme is the fact that it is being developed and will be delivered as a working partnership between VBNK and the University of Puthisastra (UP). There is complementarity of the two institutions in terms of skills and experience. VBNK plays leading roles and ensure the quality of the whole training programme delivery.

The participatory training processes are applied throughout the training programme. The methodologies include the combination of PowerPoint/ slides presentation, small group discussions, exercise and analyse case study. In addition to this VBNK also use its internal mechanism, the so called 'check-in' and 'check-out', i.e., a daily short forum of reflection and providing direct feedback to the trainers with information, which assist in having a flexible process to respond to emerging priorities. At the end of each training topic, the individual participant is guided to fill up application of learning plan when s/he goes back to her/ his workplace.

Online Community Network

We establish an online community network as a platform for the individual participant as well as the trainer can update each other about information relevant for them. The network provides a direct link of communication between trainers and its alumni. It enables the trainers and the participants to share information, relevant documentation, news, events and activities during and after training programme. All the material for this training programme is uploaded into the

online community network to be available and accessible by all the programme participants. Through the network the individual participants also can inform each other and VBNK about their experience of applying learning include for example their successes in personal advancement and career enhancement.

¹ The Senior Managers are secretary generals, director generals and their deputies

² The Middle Level Managers are department directors and their deputies