The aim of the study was to find a set of competencies for an ideal public manager in an international environment by using a competency model. The validity of the model was tested through a case study. The case study - the Management Training Programme (MTP) for the European Commission, was evaluated by using the framework of the new competency model. The main questions answered by the study were: did the MTP fulfill the expectations of the competence model for an "ideal public manager" in an international environment, and how well did the new model describe the competencies of an "ideal public manager"?

There was no theoretical model directly adaptable for this study. Therefore, different theories were combined from Mintzberg, Yukl, Lucia & Lepsinger, Virtanen and Mouritzen to find a more complete set of competencies for an ideal public manager in an international environment. A new model of competencies was created, which included roles, practices and competencies of traditional manager, public manager and international civil servant.

This new model was then used to evaluate the MTP. In order to better understand and analyse the competencies set for the MTP, the setting of the European Commission and its organisational culture was described. Organisational culture is briefly introduced and how it can affect attitudes, values, ideology, behaviour and practices in the European commission. This underlying organisational culture was reflected in the MTP.

After deriving a new set of competencies for the middle managers of the European Commission and testing them through the new model, the conclusion was that the MTP covered almost all of the task-oriented competencies (setting objectives, delegating, prioritising) nearly all relations-oriented competencies (feedback, motivating, team building) and lacking some of the important change oriented and substantial roles (networking, negotiation). Many of the roles and competencies that I found missing were categorised by the ethical and politic competencies (co-operation with member states, best practises, organisational values). The focus of the MTP was on general management skills. According to the TNA, this focus matched the needs of the participants. In conclusion, the MTP was successful.

The most significant finding of the study based on the new model was that the theme of Service Culture in the programme became the core competence for the middle managers of the Commission. Service Culture brought light into the more significant ethical and political value based competencies. It seemed to capture the essence of values for existence and purpose for the commission. Unfortunately, the conclusion was that Service Culture was not covered in depth in the MTP.

Despite the fact that MTP as a data base provided only a narrow view of all international public manager, the competency model as a method worked well. Competency model can be an effective method in finding a set of competencies for an ideal public manager in an international environment. The approach of this study to take a wide perspective by combining the different theories worked well. The need for further development of the model to be suitable in a general context is obvious. The challenge for future studies is to conduct in-depth analysis of competencies in several international organisations to design a more generic model. Furthermore, the fact that no theory exist, which would look at competencies in as wide perspective as this ease required, already proves the need for further reseach in the field.

Avainsanat-Nyckelord: human resources - competencies - management training, public management - organisational culture - European Commission

Säilytyspaikka-Förvaringsställe: Where deposited

Muita tietoja-Övriga uppgifter: Additional information