

KEY COMPETENCIES AS A PRECONDITION FOR THE SUCCESSFUL PERFORMANCE OF THE MAYOR AS A MANAGER OF MUNICIPALITY IN SLOVAK REPUBLIC

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ABSTRACT

To achieve the performance is necessary that person who carried out has certain abilities. These abilities are called competencies and form a set of conditions necessary for the successful performance of the activity, to achieve the goal, and also to be able to identify the person to be competent. Contribution brings a view on the issue of competencies of Mayors in the Slovak Republic. The focus is on professional (vocational) and social competency characterized by a set of competencies. These key competencies are necessary for successful performance of Mayor.

Key words: Mayor, performance, abilities, competencies,

INTRODUCTION

The issue of identification competencies of Mayor as manager demonstrating the effectiveness of his work is one of the key areas, in which is focused the attention of experts from different fields. It is important to focus on professional (vocational) competency as the ability to allow the implementation of knowledge and expertise. The basis of professional (vocational) competency is education, which is not possible to require from Mayors when they are applying for the post. Although, we respect legal restrictions, respect the principles of democracy, but the legislative does not prohibit us (we mean „us“ as a voters that "transmitted" representative mandate to Mayor in the elections, where we value this competency) to require from them those abilities, that are necessary to have for competent held of post and for bringing the effective performance.

MAYOR IN MUNICIPALITY IN SLOVAK REPUBLIC

Public Administration is governance of public service, implemented by State Government authorities and Local Self-Government authorities as an obligation. Public Administration in Slovakia is created by two pillars – State and Local-Self Government. Local Self - Government

is a species of organizing the activities of the State, carried out by an entity other than the State, but certificated by State. It is a separate, free themselves government. Local-Self Government in Slovakia is carried out on two levels - Municipalities and Higher Territorial Units. First level means 2,753 Municipalities and 138 Towns (on 31.01.2015 - Source: Statistical Office of the Slovak Republic). The Municipality is led by Mayor elected in direct (by citizens) local elections stands for a four year term.

Mayor is elected official holder of Local- Self Government, which is expected to be willing and able to work professionally in favor of community development, as well as the needs and interests of its citizens. All areas of government reflect the requirement of compliance democracy and expertise, which is most pronounced on the Local- Self Government level in the person of the Mayor. (Palúš, Hencovská, 2013, s.261)

European Charter of Local Self-Government is a basic right of European standards of local government. Principles reflected in the Charter apply to all kinds of local communities, which in a Contracting State exist (Kukliš,Virová, 2012)

Conditions of local level performance are laid down in Art.7 of European Charter of Local Self-Government. It follows the free exercise of the functions of local elected representatives,

Mayor as one of the authorities of the Municipality is regulated in Act. No. 460/1992 Coll. Constitution of the Slovak Republic in Art. 69, which expresses that the Mayor is elected by the inhabitants of the Municipality, who have a permanent residence in this territory on the basis of universal, equal and direct suffrage by secret vote in four-year term. Mayor is the executive body of the Municipality; administers the community and represents the Municipality externally.

The mandate of the Mayor consists of two sides, the representative one, which indicates that the Mayor may not be in conflict not only with the interests of the community, but do not even get into conflict with the objectives of the State in relation to the territory of the Slovak Republic, its people and territorial structure of the State (Gašpar, 1998). The other side expresses the Mayor keeping in mind the interests of the Municipality and its citizens must fulfill the essence of Local Self Government and its concept as administrative unit. (Palúš, Hencovská, 2012)

Terms of elections for the post of Mayor governed by § 4 of the Act. No. 346/1990 Coll. on Elections to municipal and it indicates that a Mayor can be elected by the voters for whom there were obstacles to the exercise of voting rights, permanent resident in the Municipality, which stands and on the day of election least 25 years of age.

Public Administration in Slovakia passed a number of reform, transformation and modernization changes since 1989. Decentralization of Public Administration and the transfer of responsibilities to municipal units brought in the Slovak Republic significant changes in the management and financing of Local-self Governments. These changes brought with them the problems which both lay and professional public discuss. The problem seems to be that democracy is our built much higher than expertise in the case of elected offices, in our case the Mayor. Legislation does not think about whether the Mayor is able to solve the technical point of the Municipality, dispose of the funds of the Municipality and shall administer the law entrusted affairs.

Based on the above it is clear that the Mayor has many powers and perform the duties wide area, therefore we believe that this function should be held by suitable candidate who has not only personal qualities, but also managerial skills and professional competencies to exercise such post.

MAYOR AS MANAGER OF MUNICIPALITY

Introduction of this chapter certainly raises the question, why it is necessary to define the activities of the Mayor from the perspective of management theory. Why do not the Mayor refers to be manager? Public Administration is still known as bureaucratic with limited legislative background began to assume (and this process is still ongoing) knowledge of the private sector in the management of the organization and management of processes and introduction of new management methods. This concept is referred as "*New Public Management*" and one of the objectives of this approach is to increase the benefits (as in the public sector could not be observed by profit) formed through the conversion of public administration officials to managers and the citizen to customers. We realize that the performance of the Mayor is not the job as the theory of Labor Law defines, but for the purposes of our contribution, we will refer to as the Mayor of the management representative self-government, as manager of the Municipality. The aim of management is to focus the attention on - who the manager is, what carries out, what managers have in common, but mostly what managers are different from their subordinates (Shirazi, Mortazavi, 2009).

KEY COMPETENCIES FOR THE PERFORMANCE OF THE WORK

We consider it necessary to indicate here the concept of diversity of competency expressing ability and capacity and the concept of competence, which in our country expresses power, ie. a summary of the powers and duties which the law confers the authority to carry on

its activities in its own circle of competence, thus to implement them. The authors in their publications change these terms. We can often find the concept of competence in relation to the ability and the ability to work, but such terminology is incorrect. These terms are semantically different.

The central concept in the competencies are the abilities that are individually different disposition of the individual to perform. Abilities are developed in the course of life is gradually shape the socialization process of the individual. Person acquires knowledge, acquire skills and gradually gaining the experience - repetition fixed effective manner. On this basis, the individual is then able to perform a certain action. (Kravčáková, Jeleňová, 2010). A breakthrough in the identification competency for the development of exceptional managers is considered Art American psychologist David McClelland published in 1973, at that time known as controversial. Article entitled "*Testing for competence/y rather than for intelligence*" rejected the assessment of intelligence as the best indicator of success in the work manager and called for the selection of managers on the basis of competency. (Kubeš, Spillerová, Kurnický, 2004). Later this concept thoroughly explained and Richard Boyatzis in 1982 in "*The Competent Manager*." The concept of competency for the first time comprehensively characterized and explained as "the ability of a person to behave in a manner consistent with the requirements of work in the parameters of the environment of the organization and thus bring the desired results." Competencies designated as acquired and developed disposition to certain types of activities reflecting the capacity of the individual. (Boyatzis, 1982). Competency is the ability of man to behave in such a way that brought the effective performance. Effect of competency to perform of work described Boyatzis (1982) in known publications. He argued that effective performance occurs when all three components to effective job performance are identical, consistent. It is the individual competency, work requirements and organization background. If it is determined that one or two of these elements are inconsistent and do not correspond to each other, then the effective exercise of the work is not done.

This theory was elaborated by Ley (2006), who stated that the performance of managers depends not only on their experience (senior) as a traditional bureaucratic organizations perceive, but depends on the competency to do their own work managers deliver, develop the process and achieve the desired performance.

Similarly, it said Finn (1993) and he argues that the experiences that were key determinants of the performance of managers in the past, are not sufficient for the effective performance of managers today. Increasingly competitive world with its emphasis on technology and knowledge workers emphasized the importance of cultivating human capital

(Sveiby, 1997). Therefore approach of human resource management based on competencies was a response to the inadequacy and ineffectiveness of procedures for the selection, training and development managers. (Shirazi Mortazavi, 2009).

The concept of competency dominated the thinking and practice in the field of employment. The concept of competency achieved this privileged position because it is essentially concerned with job performance.

Abilities are language of performance. They express the expected results arising from the efforts and activities of the individual, as well as the way in which these activities are performed. Since everyone in the organization can learn to speak the language, offering competency in many different contexts and conditions common, well known and understood by means of characterizing the expected performance. (Armstrong, 2007, s.151). And more than other employees, just by manager depends on its capacity. He is expected to such a summary of competencies, which he described as extraordinary. A competent worker is capable worker, capable to bring power and give organizations additionally added value, thus contributing to improved performance across the organization. In the case of managers is important to address the issue of competencies much more. In the definition of competencies based on the theory of Belz and Siegrist (2001), who comprehensively define the structure of key competencies as follows:

a) competencies in relation to his own person are formed ability to manage oneself (self-management and self-motivation) reflection to oneself, the ability and willingness to continue to develop;

b) social competencies are formed skills of teamwork, co-operation of, ability to cope with conflict situations and communicative;

c) competencies in methods (professional competency, vocational competency) are formed capabilities allowing apply technical knowledge, develop creative and original solutions. The basis of expertise is education as a basic set of knowledge for effective job performance.

PROFESSIONAL (VOCATIONAL) COMPETENCY

We consider it necessary in this chapter also talk about the need for certain educational requirements for the performance of the Mayor in relation to the professional competency of Mayors. While we recognize that the knowledge and skills acquired education still does not guarantee the ability of their use in specific situations, but they are the basis of professional (vocational) competency.

As regards the qualification requirements for the Mayor, those contained in the provisions of the paragraph 12 Act. No. 369/1990 Coll. Slovak National Council Act on Municipalities, which expresses "*Mayor deepens the knowledge necessary to perform the duties of Mayor.*"

As can be seen, legislative regulation requires minimum requirements for the post of Mayor and expertise are therefore draws the short end, apply democratic elements.

Such a finding, however, is complicated by the International Covenant on Civil and Political Rights adopted by the General Assembly of the United Nations in 1996. Article 25 point. b) of the Covenant expresses "*every citizen shall have the right and the opportunity, without any of the distinctions mentioned in article 2 and without unreasonable restrictions to take part in the conduct of public affairs, directly or through freely chosen representatives; to vote and to be elected at genuine periodic elections which shall be by universal and equal suffrage and shall be held by secret ballot, guaranteeing the free expression of the will of the electors; to have access, on general terms of equality, to public service in his country*".

Expression "*everyone*" is indeed a wide range, but this provision further explains that justified restrictions on this right may be limited. Therefore do not consider this provision for complicating and just a restriction of the right to apply for the post of Mayor of introducing at least the minimum qualifications required consider to be beneficial.

The research results (Palúš, Hencovská, 2013; Geciková, 2012) finding out the expertise of Mayors showed that most respondents reached secondary education. Themselves Mayors promote the idea and considered it important to make a nomination for Mayor of introducing a certain degree of education, because of the complexity study of legislative regulations (according to research about 60 pieces of legislation with which the Mayor must inform), due to the need of coping with both original powers in the exercise functions also transferred from the state to municipalities where Mayors just mentioned the need for assistance in the form of training courses and training.

The current situation calls for a more realistic view, which leads to the need of creating a state of the municipal government, which will be part of democracy expertise. Fulfillment of this requirement is particularly pronounced at the office of Mayor, because it is serious and irreplaceable representatives of public authorities.

The current legislative do not allow us to require from the Mayor minimum education or any proof of professional knowledge to perform its functions. In exercising its functions, it is necessary to take into account also the social aspects of its activities. We focus our attention of contribution on the social competency as the ability to effectively and successfully deal with social situations, to integrate with the social environment, not only to understand the social

situation, but deal with it according to the needs and interests of the participants and thereby contribute to the achievement of the objective.

SOCIAL COMPETENCY

Social competency is key competency of the individual. It expresses the competent social behavior and it is therefore essential for the good performance of the Mayor. Social competency significantly affects the human personality and his whole world. It includes the ability to integrate thinking, emotions, behavior in social situations and effectively cope with the social conditions in interaction with people. Social competency is characterized by authors Výrost and Slaměnik (2008) characterized the image of social skills and sub-skills (interpersonal competencies) and is composed of comfort in social situations, communication, through cooperation, assertiveness, responsibility, self-control, conflict situations. Social competency as the capacity of individuals to regulate their own behavior (at cognitions, emotions and behaviors manifest), which allows individuals an appropriate way to express their emotions and needs, effectively manage different social situations and requirements in the context of social interaction and thereby achieve objectives. Social competency defines also Orosová et al. (2004) as efficient, consistent behavior of the individual. Develop and improve the social behavior of an individual competent for the improvement, coaching social skills (interpersonal skills). Orosová, et al. (2004) in this line of reasoning points to the person's ability to understand the feelings, beliefs and behaviors of others and oneself and on the basis of this understanding is to behave appropriately. If the level of this ability in humans is low, it can cause problems in social relationships. Social competency is characterized by authors Výrost and Slaměnik (2008) as the image of social skills (interpersonal skills) and is composed of comfort and behavior in the social (interpersonal) situations, communication, through cooperation, assertiveness, responsibility, self-control, coping with conflict situations.

CONCLUSION

Organizations need managers to be able to achieve their goals. They need competent managers to be able to achieve these goals effectively and efficiently (Boyatzis, 1982). As manager effectively manage its organization in order to minimize costs and maximize profits, as well as Mayor manager should carry out their duties to ensure effective performance management and Self-Government units have in mind to maximize benefits for citizens. To do so it proved to be the Mayor of a prospective, capable and competent person, managers with expertise and qualifications to perform the duties, to be also a social manager. Social manager

as Mayor interacts with the Municipality, with people gaining social information and interprets them, has interpersonal skills to work with people inside and outside the Municipality. These competencies contribute to effective performance of Mayor and effective performance of whole Municipality. The level of key competencies for Mayor should be high. A competency model for specific performance of the Mayor is not processed, but the issue of competencies of Mayors is solved. In our conditions, the most discussed issue is education of Mayors. Professional (vocational) competency is therefore considered by experts and the public not always positive, are also identified serious shortcomings. Social competency is in nowadays key competency in case of Mayors.

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The Contribution is supported by the Project KEGA 013UPJŠ-4/2013, Organizational Behavior – The University Textbook for a mandatory subject of a new study program.

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