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| **TRAINING PROGRAMME FOR MANAGERS IN STATE BODIES FOR 2024** |

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| I. TRAINING PROGRAMME OF CIVIL OFFICERS IN AN APPOINTED POSITION |
| **1. TRAINING PROGRAMME OF NEWLY APPOINTED CIVIL OFFICERS IN AN APPOINTED POSITION** |
|  | ORIENTATION |
|  | BASICS - ESSENTIAL ISSUES |
|  | WORKING ENVIRONMENT OF CIVIL SERVANTS IN AN APPOINTED POSITION |
|  | ON THE WAY TO EU MEMBERSHIP |
|  | PUBLIC POLICY SYSTEM MANAGEMENT |
|  | CREATION AND PROVISION OF PUBLIC SERVICES |
|  | DIGITALIZATION FOR HIGHER QUALITY PUBLIC SERVICES |
|  | HUMAN RESOURCE MANAGEMENT - FROM COMPETENCES TO GOALS |
|  | LEADING THE TEAM TOWARDS RESULTS |
|  | ADVANCED COMMUNICATION SKILLS |
|  | SELF-AWARENESS AND PERSONAL EFFECTIVENESS IN ACHIEVING RESULTS |
| **2. PROGRAMME OF CONTINUOUS IMPROVEMENT AND DEVELOPMENT OF CIVIL SERVANTS IN AN APPOINTED POSITION** |
|  | STRATEGIC MANAGEMENT, FINANCE AND EFFICIENCY |
|  | INNOVATIONS AND TRANSFORMATION OF MANAGEMENT METHODS |
|  | LEADERS WHO LEAD CHANGE |
|  | MANAGER AS THE INITIATOR OF BUILDING INSTITUTIONAL INTEGRITY |
|  | SELF MANAGEMENT |
|  | PUBLIC POLICY MANAGEMENT |
|  | DESIGNING AND IMPROVING PUBLIC SERVICES |
|  | CHALLENGES OF EU MEMBERSHIP |
|  | SAFETY CULTURE |
| **2.1.** **SKILLS ACQUISITION WORKSHOPS** |
|  | MANAGER AS COACH |
|  | SOLVING ETHICAL DILEMMA |
|  | PUBLIC SPEAKING AND MEDIA PRESENCE |
|  | STATE PROTOCOL |
| II TRAINING PROGRAMME FOR CIVIL SERVANTS WHO ARE PREPARING FOR OR ARE IN MANAGEMENT POSITIONS |
|  | PUBLIC POLICY MANAGEMENT |
|  | MANAGEMENT OF PUBLIC FINANCES |
|  | FUNDAMENTALS OF MANAGERIAL RESPONSIBILITY - ONLINE TRAINING |
|  | MODERN CONCEPT OF HUMAN RESOURCE MANAGEMENT IN PUBLIC ADMINISTRATION |
|  | MONITORING AND EVALUATION OF WORK PERFORMANCE |
|  | MANAGER AS COACH |
|  | LEADING INNOVATIVE CHANGES |
|  | INFORMATION SECURITY |
|  | PROJECT CYCLE |
|  | BUILDING ORGANIZATIONAL CULTURE |
|  | FIVE WAYS TO CREATE PSYCHOLOGICAL SAFETY IN THE WORKPLACE |
|  | THE LEARNING ORGANIZATION |