How to organize and institutionalize the interaction of research, advice and training?

Public Administration and Practice: EPPA seminar on Practice
Strasbourg, 5-6 April 2018
PRACTICE

Advisor and Chief of the Minister’s Cabinet (2000-2004)
Spanish Ministry for Education, Culture and Sport

• Coordination of public policies and communication of:
  - 3 Secretaries of State
  - 17 State Offices
  - 7,000 people

RESEARCH

Comparative analysis of problems, trends, challenges for government communication in 16 countries

2013

RESEARCH

Building intangible assets to close gaps between citizens and public sector organizations

2018

APPLIED RESEARCH

Tools for a public-value-centred communication

2018

La comunicación de la Administración Pública
An emerging field

Handbook of Public Sector Communication.
Luoma-aho, V. & Canel, M.J. (eds.) 2019
Managing Public Administration in a new public sphere

- More communication power for citizens
- Multiple voices
- Publics interested in reciprocity
Problem driven research and teaching

• What is the role of communication in bridging gaps between citizens and Public Administration?
• What is a public-valued-centered communication?
Building a new communicative intelligence

• In line with the people
• Open to listening
• Capacity to interact
• Transparency, openness, participation, social cohesion, legitimacy, trust
• Able to integrate communication at all levels of society

COMMUNICATION to work WITH and FOR the PEOPLE
THE ROLE OF DIFFERENT DISCIPLINES
(Gotsi & Wilson, 2001; Cinca et al., 2003; Da Silva & Batista, 2007; Luhoma-aho, 2008; Stromback & Kiousius, 2011; Kiosius & Stromback, 2011; Canel & Sanders, 2012).
EXPERIENCES
Experiences

- Research
- Advice
- Training
MA Communication in Public Administration

60 ECTS

Experienced mid-career public managers (seniority and responsibility)
- Communication companies
- Scholars
- Civil servants/policy makers
How can capstone projects be more practice focused?

- Communication companies
- Scholars
- Civil servants

Learning “contract”

Advice

Training
- Certified by US CPM Certified Public Manager Program

- Experienced mid-career public managers (seniority and responsibility)


- 12 months 300 hours

Leiden (the Hague), Complutense (Madrid), Kaunas (Lituania), Manchester Business School (Manchester)
Questions to participants: *Where to put the new money?*

Priorities?

Key challenges?

Difficulties?

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11 top civil servants from Spain, UK, the Netherlands

- Mayor (Manchester)
- Stakeholders from the city

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“Life cases”

Action Research

Research

Advice

Training
Repeated Action Research

First time round – Area of concern, informed by Ideas, new learning produced ....

Second time round, new data, new methodology, new focus

Consideration of the outcome of the first iteration, re-evaluation, new thinking ... new Framework of ideas ....

New consideration of outcome, third iteration .... And so on

Dr. Nick Clifford, Manchester Business School
What are we getting?

- Research
  - "Life cases"
  - Action Research
- Advice
- Training
  - Involvement of public leaders
  - Involvement of stakeholders
  - Engagement of participants in reporting about real decisions
  - Joint practitioners-Scholars inquiry

"Life cases" Action Research
Listening to society: building our future together

Top leaders interested in research and learning
Research: the public value of Etorkizuna Eraikiz (John Bryson and Barbara Crosby)

Action Learning: What can public managers learn from society? A Basque country case study of co-production (Anne Murphy)

Research: Etorkizuna Eraikiz and trust (Geert Bouckaert)

Advice

Training
Questions

• What do we need to know?
   Ways to register what we learn from these interactions?

• What do we need to do?
   Find evidences to measure the impact that research and training has on the practice, on programs’ participants, on PA organizations

• Where do we need to go?
   Building big alliances: practitioners, scholars, consultants

• How schools, programs, academic disciplines may be shaped to facilitate reforms for the future?
   Incorporating methodologies focused on the practice: action research, action learning,