



National School of Government
16 – 27 2553



1		1
<i>1.1</i>	<i>1</i>
<i>1.2</i>	<i>2</i>
<i>1.3</i>	<i>2</i>
<i>1.4</i>	<i>3</i>
<i>1.5</i>	<i>3</i>
2		5
<i>2.1</i>	<i>5</i>
<i>2.2</i>	<i>5</i>
<i>2.3</i>	<i>6</i>
<i>2.4</i>	<i>7</i>
<i>2.5</i>	<i>7</i>
<i>2.6</i>	<i>8</i>
<i>2.7</i>	<i>9</i>
<i>2.8</i>	<i>9</i>
<i>2.9</i>	<i>SOAR</i>	<i>10</i>

3	Transport for London (TfL)	10
<i>31</i>	<i>12</i>
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1

11

(United Kingdom of Great Britain and Northern
Ireland) (United Kingdom ,
UK)

United Kingdom
(Great Britain)
(England)

(Wales)

(Scotland) (Northern
Ireland)

244,046



1000

(Thames)

(Ben Nevis) 1,344

800

(Edinburgh)

2.4°C

(Glasgow)

18.22°C

(Snowdon) 1,085

(Cardiff)

13

(Belfast)

1,098



12

4 (-)

(GDP Growth)

(-)

0.3

(-) (-

7.8 (2553)

)

2.47

3.4

(2553)

Bank of

England

(Bank rate)

0.5 (2553)

-3-

- 6-7(Feeder Grades)
(Professional)

30,000

-
Senior Executive Officer;
Higher Executive Officer; Executive Officer;
Administrative Officer; Administrative Assistant

7 1,900 (. .
2553)

2,100 (. . 2548,
www.worldsalaries.org)

21

(2)

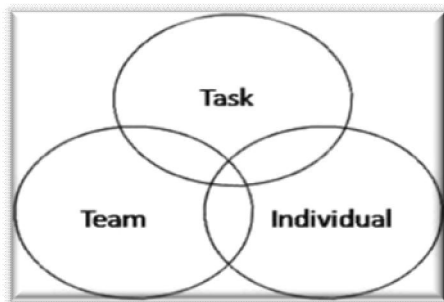
John Adair “
” (Action-Centered
Leadership)

(3)

3

(Task) (Team)
(Individual)

21



21 John Adair: Action-Centered Leadership Model

22

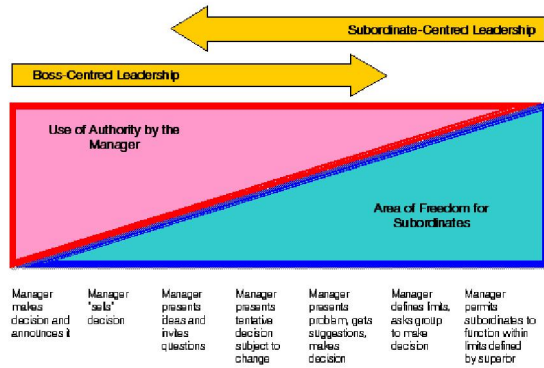
(Situational & Contingency Model)

Robert Tannenbaum Warren H Schmidt

(1)



(Continuum of Leadership Behaviour) 22



22

(1)

(Unconscious Incompetence)

(2)

(Conscious Incompetence)

(3)

(Conscious Competence)

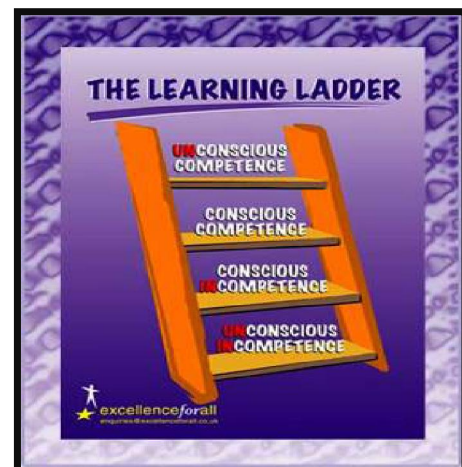
(4)

(Unconscious

Competence)

Tannenbaum Schmidt

23



23

24

(Stakeholder

Analysis)



25

(Pure Styles of Influence)

Charles Handy

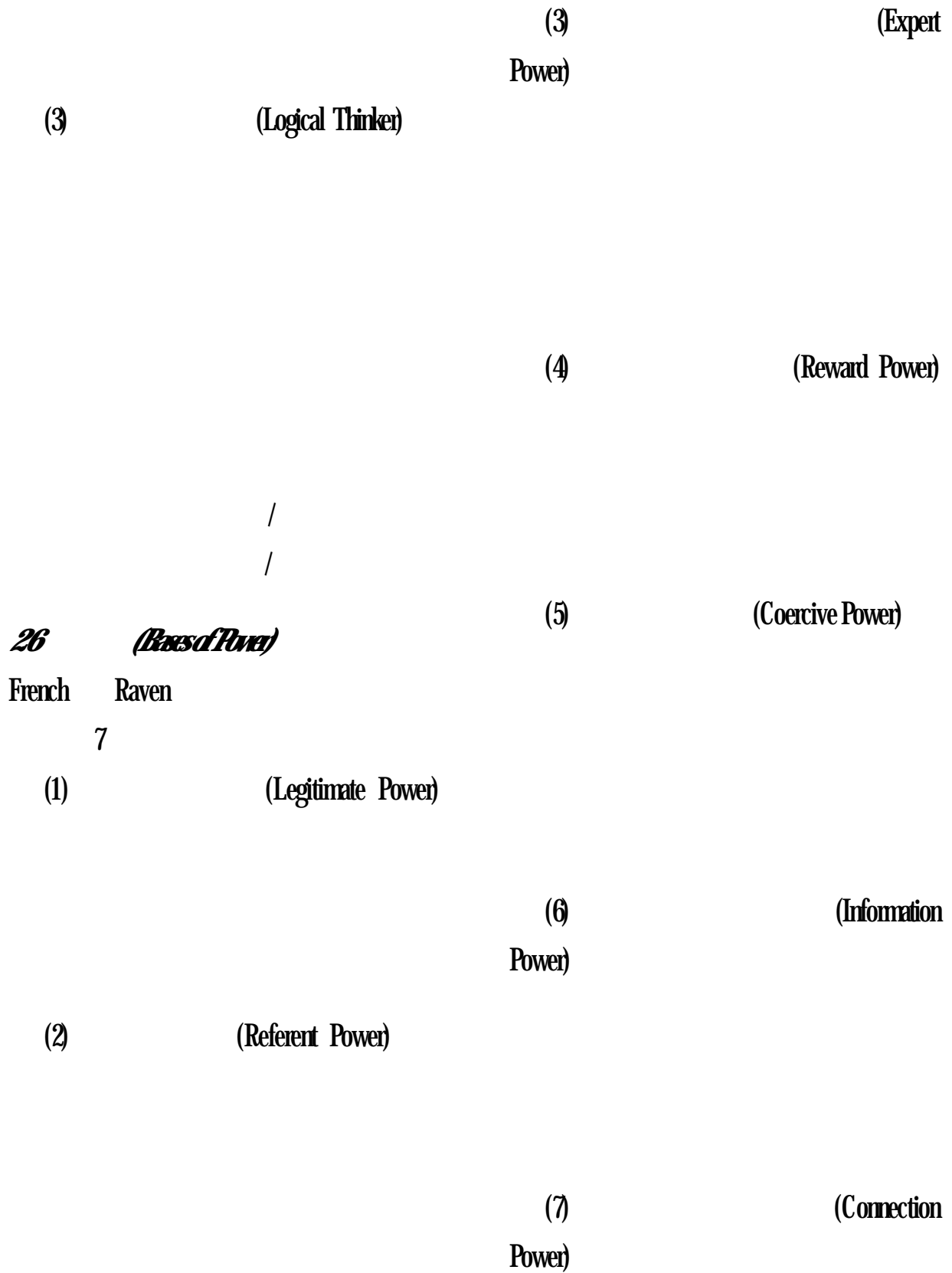
3

(1)

(Friendly Helper)

(2)

(Tough Battler)



<i>27</i>	<i>(Push & Pull in Communication)</i>	(2)	(Pull)
		35%	
“The Effective Negotiator Part 1”			
Journal of European Industrial Training			
		-	
	Rackham Carlisle	-	
(1)	(Push)	-	
	70%		
-			
-			
-			

28 *(Resistance)*
 Aaron Beck

29 ***SOAR***

SOAR

Jacqueline Stavros, David

Coopperider D. Lynn Kelley

(1) Strengths

(2) Opportunities

(3) Aspirations

(4) Results

3

Transport for London(TFL)



Transport for London (TFL)

. . 2000

(London

Underground, LU Tube)

(London Overground) (London

Tramlink), Dockland Light Railway (DLR)

(Taxis and Minicabs) (London

River Service) (Coaches)

(Cycling)

TFL

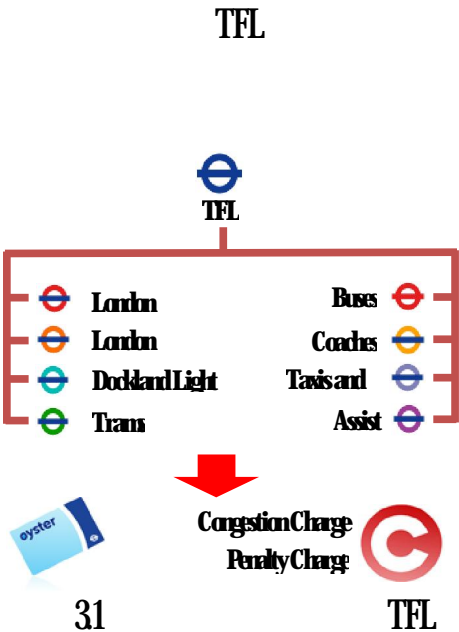
(Walking)

(Road Users)

London

(Congestion Charge)

(Assist Travel)



TFL

17

Mr

Boris Johnson
of London)

(Mayor

(Chairman of Board Members)



Boris Johnson

(7)

20 Mr Boris Johnson

(8)

(9)

(1)

Congestion Charge Central London

31

(2)

(3)

TFL City

(4)



(5)

TFL of London
9

450,000

(1)

70

(2)

TFL

(3)

30

(4)

(Tube)

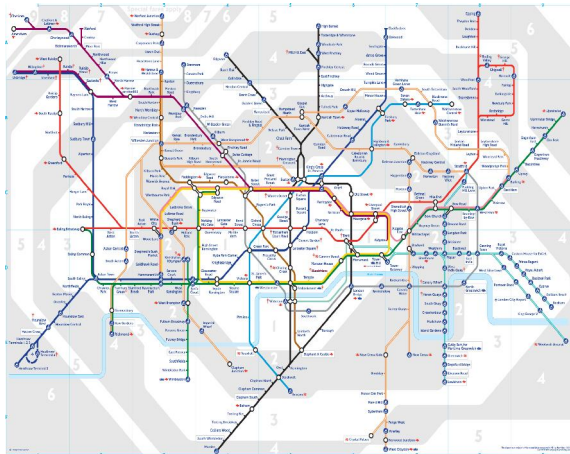
11

(5)

(6)

()

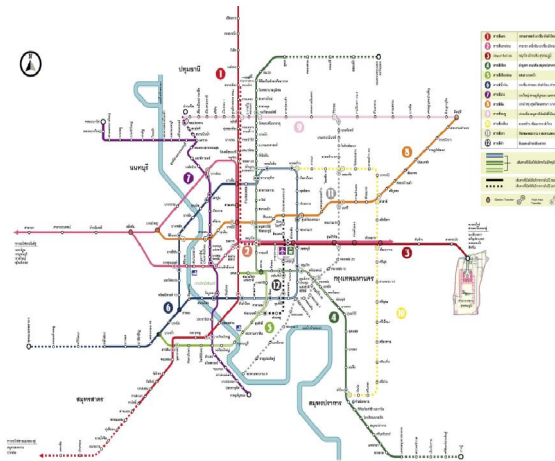
	Mayor of London4	4
	London	
	TFL Mayor of London	(), (MRTA), (), BTS, ,
	Congestion Charge	
	(Taxi)	
40,000		
	(Peak/Off-Peak)	
	TFL3	



32

London

Underground



33

33

Transport for London

41

. .1986

. .1854

4

(Integrity)

. .1994

Continuity and Change

Competitiveness

(Objectivity)

(Impartiality)

. .1968

Fulton Report

Deregulation and

(generalist or all-rounder)

Contracting out Act 1994

. .1999

Modernising

Government

3

(1)

(2)

(1)

(2)

(3)

• •

1980 1990 2000

25%

30

“The world has changed and the Civil
Service must change with it”

3

Good (Best) practices

(PPP.

Public Private Partnership)

1.

4

30

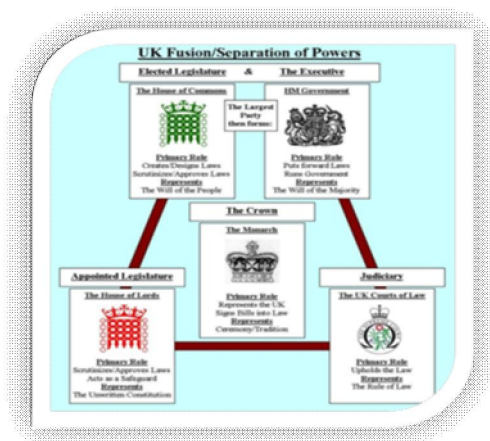
25 . . 1979-2004

2



42

(Local Government)



(2)

(Fiscal Decentralization) :

(Decentralization)

40%

(1)

(Political Decentralization) :

10%

(Local Council)

(3)

(Functional Decentralization):

PPP

(1) Build-Transfer-Operate (BTO):

4.3 Public Private Partnership (PPP)

PPP

(20-30)

(2) Design-Build-Finance-Operate (DBFO):

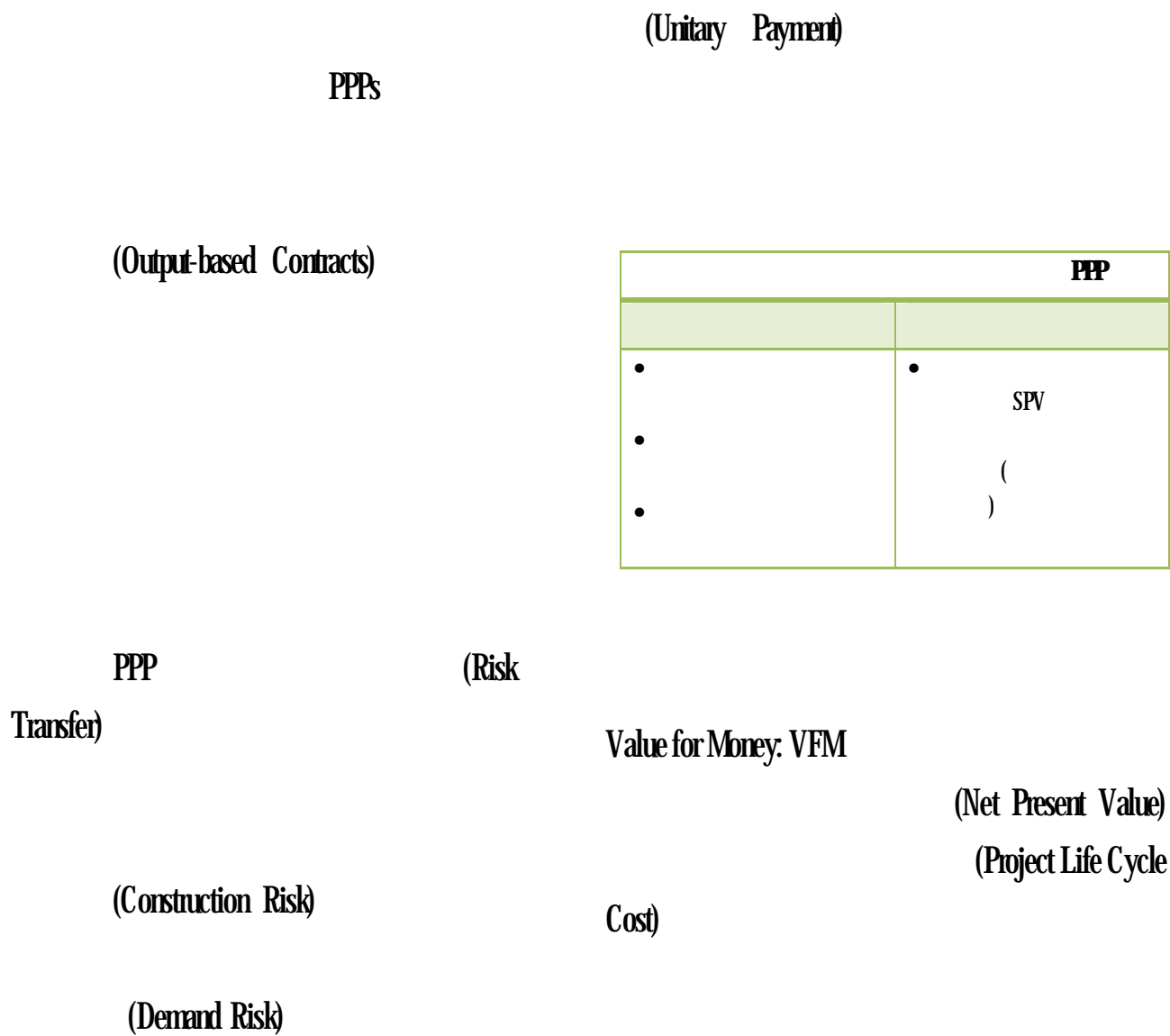
PPP

SPV (Special Purpose Vehicle)

(3) Design-Build-Operate (DBO):

(4) Build-Own-Operate (BOO):

/



PPP	
•	•
•	SPV
•	(
)

(Public Sector Comparator: PSC)

: PPP

(Public Sector

Comparator: PSC)

SPV

(Asset-based Contract)

/

PSC

PPP

(Direct Cost)

(VFM)

PPP

PPP

(Output)

Performance Standard

PSC

/

(Outcome)

PPP

PPP

De Vere

De Vere

PPP

NSG

/

NSG

PPP

NSG

PPP

PPP

PPP

National School of Government: NSG,
Sunningdale Park

De Vere

NSG

Ministry of Justice () Department
for International Development ()
Home Office Department
()

Anti-corruption Champion

Anti-Corruption Champion

44

8 . .2553
(United Kingdom Anti-Bribery Act, 8 April 2010)



-
-
-
-

1.

3 Destructive corruption

2

4 Superficial corruption

3

10

5

OECD Convention

1.

2

4

1. Transitional corruption

2 Chronic corruption

3

17

84

180

4

5

6

7. Integrity test

8.

Compuion Perception Index 2552(. .2009)

51



3

SOAR

(1)

(2)

(3)

(4)

52

(5)

53

3

1. (Political Decentralization):

(Functional Decentralization):

(.)

2

54



2 (Fiscal Decentralization):

(Source of Revenue)

(VFM)

. 2552 -2554

VFM 35

http://www.nao.org.uk/publications/0607/assessing_0607_gcbuyingsolutions.aspx



National Audit Office (NAO,
www.nao.org.uk)

(Output)

Performance Standard

Specification

NAO

Internet

5

6

1

PPP

(Project Cost/

Time Overrun)

PPP

(Outcome)

PPP