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MANAGERIAL SKILLS AS AN IMPORTANT FACTOR IN SUSTAINABLE DEVELOPMENT OF REGIONS

Introduction

The success of the development of the territory through the development and implementation of successful implementation strategies depends mainly on its owners, in point of fact organizational security by the local government. According to the Slovak law about general establishment, the main and basic territorial and administration units are majors, supervisor or council of the towns or villages. The executive agency is the general or municipal office (Božíková, 2011, p. 29). The basis of regional self-government in the conditions of the Slovak Republic is the upper local government – the self-governing region. Self-governing regions were established by the law of the National Council of the Slovak Republic no. 302/2001 Collection of laws on Self-Government of Upper Local Government (ULG). Elected representatives of local and regional authorities have very important assignment – responsibilities, authorities accountabilities in relation to citizens and territories. Progressing decentralization of public administration increases the extent of their accountability. Their decisions on economic, social, environmental and cultural development have a substantial and long-lasting impact on the quality of life of the citizens of the area concerned. The challenging tasks that await them in practice should also meet their eligibility requirements.

From the portfolio of the original and transferred competences of the local self-government, the requirements for the competence of elected representatives – professional competence, practical skills and personality (social) maturity. They should be people who understand the issues of public administration, are professionally competent, willing to listen to the demands and problems of people – their constituents, they can analyze the situation, seek and find solutions, and especially they are willing and able to make decisions that are beneficial to the citizens without egoistic tendencies. However, reality is often different.

Election of elected representatives suppose to be by public choice. Legislative criteria for candidates are very general and citizens usually decide without having the opportunity to assess whether candidates meet their capabilities for the job. Additionally, these ideas are often diverse, not often contradictory. It can then happen, and especially after the last election, we are witnessing that elected representatives accept unqualified or selfish decisions that do not contribute to increasing the common well-being of the population, do not go for good, but help to grow socially undesirable phenomena – corruption, unethical behavior, concealment or distorting information in its favor, which has a very negative impact on individuals and society as a whole.

The aim of the contribution is to highlight the importance of the ability of elected representatives in the local self-government to perform a deserved function at the required level of expertise, practical skills but mainly responsibly, in accordance with law, ethics and morality, for the benefit of the citizens and the sustainable development of the administered territory and the region.

Attribution of territorial administration

Territorial self-government is part of public administration, which we understand in the simplest concept as managing, taking care of or organizing public affairs. Public administration in Slovakia is organized at three levels – state level (territory of the SR as itself), regional level (Upper Local Government), local level (villages and towns). The function of public administration is governed by the laws: Law of SNR no. 369/1990 Collection of Laws of the general establishment and the Law of SNR no. 472/1990 Collection of Laws of the organization of local government.

Reforms have brought new opportunities of public administration to local self-governments. They have also gained new competences with self-government, which entails greater responsibility for the development of the managed territory. The transferred tasks of the state administration to the local self-government are determined by the Act of the National Council of the Slovak Republic 416/2001 Collection of Laws, of their more rational and effective security. on the passage of some powers from state administration bodies to municipalities and cities and to Upper Local Governments.

Villages and cities are basic administrative territorial units. The socio-economic development of their territory is part of the overall development at regional and national level. The administrators of these basic territorial units are responsible for the sustainable development of the territory in all areas, including the creation of conditions for the quality of

life of citizens. Real self-administration of villages and towns is constituted on the basis of the Constitution of the SR, which in its fourth title defines the municipality as the basis of territorial self-government. According to the Constitution, the municipality is an autonomous territorial self-governing and administrative unit of the Slovak Republic which has permanent residents in its territory. The Constitution of the Slovak Republic guarantees the autonomy of the municipalities and since 2001 the autonomy of the second level of self-government – the autonomy of the ULG – the self-governing regions – has been strengthened by the amendment of the Constitution of the Slovak Republic. Municipalities are legal entities which, under the conditions provided by law, independently manage their own property and financial means. Such a demarcation of the municipality is in line with the relevant provisions of most democratic states and is based on the European Charter of Local Self-Government. "The municipality is characterized by the following specific features: the territory, the people entitled to exercise self-government, the municipalities which are the expressions of the principles of democracy, competences and competences, which are the expression of the decentralization of power, the name and general symbolism, the place in the process of management and responsibility for social and the economic development of their territory" (Švantnerová, 1997, p. 71). The municipality decides on matters of territorial self-government separately but in close connection with the inhabitants of the municipality. Territorial self-government takes place at municipal assemblies, local referendums and municipalities.

Obligations and limitations in the exercise of local self-government may be imposed by the municipality only by law and by an international treaty. The activity of local self-government is governed by Law no. 369/1990 Collection of Laws. on the general establishment as amended. According to this Law, "the basic task of the municipality in the performance of self-government is the care for the all-round development of its territory and the needs of its inhabitants". Some municipalities, theater activities, competences in the field of education (elementary schools, elementary art schools, school and pre-school facilities), management of matrices, establishment of social services facilities, the competence of the building authority in the first stage of state administration, responsibility for health care. Law 387/2002 on State Governance in Crisis Situations Out of Time of War and the War Situation passed to municipalities very important competencies in the field of crisis management related to the protection of life, health and property of citizens. According to this Law (Section 10), the municipality establishes a crisis crew in its territory, coordinates the activities of entrepreneurs and legal entities in civil emergency planning, implements crisis

management measures, carries out civil emergency planning, fulfills the tasks established by the government, and to the extent determined by the Government, and the Central Crisis Team, the district authorities in their preparation for solving the crisis situations and in their solution, fulfill the tasks of civil protection according to a special regulation. Towns and villages are also required to perform tasks under other laws (such as industrial accident prevention, flood protection, etc.). In 2004, fiscal decentralization took place, focusing on the reform of public finances. Its aim was to establish stable financing rules that would strengthen the autonomy and responsibility of local authorities (Law No. 523/2004 Collection of Laws., On the Financial Rules of Public Administration, Act No. 564/2004 Collection of Laws., On the Budgetary Designation of Income Tax Income territorial self-government and amendment of some laws, Act No. 582/2004 Collection of Laws, on Local Taxes and Local Fee for Municipal Wastes and Small Construction Waste, Act No. 583/2004 Collection of Laws, on the Financial Rules of the Territorial Self-Government on Change and Government Ordinance No. 668/2004 Collection of Laws., on the distribution of income tax on income from local self-government). By implementing fiscal decentralization, local government has been an important means of strengthening the self-government autonomy – deciding on own revenues.

The basis of regional self-government in the conditions of the Slovak Republic is the ULG – the self-governing region. Self-governing regions as representatives of a ULG level were established by the Law of the National Council of the Slovak Republic no. 302/2001 Collection of Laws. on Self-Government of Upper local government (ULB). There were 8 ULG – self-governing regions, namely: Bratislavský, Trnavský, Trenčiansky, Nitriansky, Žilinský, Banskobystrický, Košický a Prešovský. The self-governing region is a legal entity which, under the conditions provided by the law, manages its property and its own income. It protects and secures the rights and interests of its inhabitants, manages the territory in its sphere of competence and ensures its sustainable development. Provides the creation and implementation of a program of social, economic and cultural development of the territory of the self-governing region. Based on the Act of the National Council of the Slovak Republic no. 416/2001 Collection of Laws. on the passage of some powers from the state administration bodies to the municipalities and higher territorial units has competencies in the following segments: construction and provision of construction and technical equipment of roads II. and III. classes; railways and road transport; civil defence. It undertakes, negotiates and approves the territorial planning documents of the self-governing region and the territorial plans of the regions. It performs investment and entrepreneurial activity, creates conditions

for the establishment and functioning of secondary schools, schools and educational institutions, health, social and cultural institutions. He is the founder of budget, contributory and non-profit organizations and business companies. Can do business, become a member of business entities, can also engage in international co-operation. Coordinates the development of tourism, participates in solving problems of municipalities located on its territory. Its competence is exercised by the ULG through the obligatory self-governing authorities – the councils and the chairman of the self-governing region and other authorities. All of the laws mentioned above have created the foundations of public administration in a democratic state, in which the principle of subsidiarity applies instead of the centralized approach. The subsidiarity principle means shifting the share of responsibility for the management of public tasks to the level that is closest to the citizen and has the prerequisites for their fulfillment. Representatives at all three levels of government are elected representatives.

Requirements for manager's representatives of temporary representatives

As can be seen from the previous text, in local self-government the decisions of elected representatives concern a wide range of competencies have a significant impact on the lives of citizens and the development of the territories in question. Ideally, at the level of the local authorities concerned, these decisions should ensure the efficient use and sustainable development of the internal potential of the territory, taking into account relevant external influences, in order to increase the standard of living and quality of life of its inhabitants. There are 2,891 municipalities in Slovakia (of which 138 are towns). There are between 15 and 22 thousand members of government in municipalities. The maximum number of elected city officials, including mayors, is 24,588. 424 elected representatives, including eight chairmen of self-governing counties, operate in municipalities. These people affect the lives of approximately 5 425 272 inhabitants (data are from 2010 based on the Slovak Statistic Office)

Law number 346/1990 on elections to territorial self-governing authorities and Law 369/1990 on general establishment define *criteria for the eligibility of candidates for elected representatives – age, legal capacity, permanent residence and conditions of incompatibility with other functions*. These criteria are based on the Constitution of the Slovak Republic and cannot be changed (or there is no political will to change them). One of the characteristic features of the functioning of public administration, and therefore of territorial self-government, is its close connection with the political sphere of social life (Klimovský, 2009,

p. 118, Krnáč, 2007, p. 21). In real life, this often means that the candidate's political affiliation is an important criterion of "eligibility" for office in local self-government.

The common practice of organizations (private or public), business and nonprofit entities is that for each job they determine the eligibility requirements of the people who are to work on it. The requirements set out in this way are verified in the selection process for the tenderers so that the successful tenderer is able to perform the work effectively, expediently and responsibly. This approach is standard and logical – organizations are looking for ways to succeed, each employer chooses people to achieve success, according to certain criteria. The fact that professional services in this field are provided by a wide range of different counseling institutions, sophisticated methods and practices are being developed by experts in many organizations, research and academia. In the longer term, however, especially after the recent elections to local governments, questions are becoming increasingly questionable: Why is this not the case for the towns of elected representatives of self-governing authorities? It is not necessary? Does the work have such a character and content that it can be done by anyone who meets the legally defined criteria? If necessary, what does it hinder? What needs to be done to change it? All questions can not be answered succinctly and qualitatively, but it is necessary to confirm the persisting problems in local and regional self-government in Slovakia. Developments in individual territories make it clear that sustainable development is not sustainable. Among the most common reasons for the unfavorable development are the lack of professionals in the positions that decide on the situation in the territory. Elected representatives of the area often do not decide professionally, because their performance can affect one or several factors – party affiliation, promotion of subjective interests, lack of expertise, inexperience; insufficient communication between the representatives of the territory and significant entities operating on the territory (large enterprises, interest associations of legal and natural persons, inhabitants); inadequate readiness of area representatives to identify and take into account trends in development, alternative solutions to problems, lack of visionaries; lack of effort and ability to use strategic planning procedures (Vaňová, Vitálišová, Borseková, 2017, p. 13). The work of elected representatives in local and regional government authorities requires, by its nature and content, specific capabilities that form the basis for its successful implementation in the public interest. An essential prerequisite for effective city, municipality, region or state governance is the ability of their representatives to have a vision of the future, to translate it into strategy and implement it in the form of concrete plans for life; be able to set objectives – long, medium and operational so that they are specific, measurable, acceptable, feasible and time-bound and always focused on

the public interest; be able to provide the necessary resources (material, financial, informational and human); know how to get feedback, communicate, keep track of the underlying assumptions, respond appropriately to change, coordinate, make decisions based on a thorough analysis of the actual situation and always in the public interest.

Elected representatives of local self-government – deputies, mayors, presidents of self-governing regions in accordance with the defined competencies decide and the result of their work are decisions that affect the quality of life of the citizens of the respective territory and also the development of the territory itself. Their work has typical features of managerial work – it is mental (they perform managerial functions – they plan, organize, control, decide, lead and motivate people...), the subject matter is information, means of work different kinds of means of communication. They should therefore also have managerial capabilities that should be reflected in their specific activities and directed to the fulfillment of the public interest. In the literature we find a number of publications from various authors that address the characteristics of managerial competencies. For example, Z. Souček (2001, p. 33) assumes, under the minimal assumptions of a 21st century manager, higher education, interdisciplinary and global outlook, able to anticipate future trends, initiate change, innovate, decide quickly, manage the turbulent environment, motivate employees and to have an authority based on knowledge and outcomes, to be an example, though be diligent, but to adhere to laws and ethical principles, to control at least two world languages, to understand the possibilities of using information technology, even psychologically and physically resistant to stress. The competence of J. Porvazník (2011, p. 25) is comprehensively characterized by 3 pillars of competence (competence), namely general and professional competence; practical and application skills and personality (social) maturity. The manager should be generally and expertly (reasonable), thus have knowledge of systemic and fragmentary cognitive methodology; about objects of cognition; o management functions; information necessary for the exercise of management functions. He should be basically skilled in the application of this knowledge, know how to communicate, lead and motivate people, be competent in self-regulation and time management. They should be personally and socially mature (wise), so they also have character and attributes; cognitive and creative features; temperament and emotional qualities, so that his decisions and deeds are in accordance with morality, ethics, universally recognized noble values, he did good not only for himself and his loved ones, but also for others, he did not have egoistic inclinations. Knowledge of required managerial skills is applicable to all types of organizations – public or private, profitable or non-profit, small or large, in various areas of activity. However, the literature and, in

particular, the legislation does not sufficiently address their elaboration for the conditions of public administration, and especially for the conditions of self-government – the biggest "white spot" is the absence of identification of the requirements for the eligibility of elected representatives of citizens. And it concerns not only the local and regional level but also the deputies in the highest legislature – the National Council of the SR.

Eligibility in the first two pillars (professional ability and practical skill) can be earned and improved (fairly, with experience, training) relatively fairly valued. The problem is with the third pillar (personality and social maturity) and relates to the character of man, his innermost moves, attitudes, confessed values that are relatively difficult to identify and shift in a positive direction. And this pillar is very important in the capacity of the elected representatives of the self-governing authorities – however president, the mayor, the authorities, and the mayor or the president of the self-governing region would be educated and skilled but would use it to his advantage at the expense of others, his deeds would not lead to good they would produce evil. Examples are quite a bit in the current reality in Slovakia. Corruption, economic crime, egoistic behavior, intolerance, failure to respect human dignity, lack of transparency, prioritizing the interests of political parties in the public interest increased. "As long as the politics and influence of elite are not removed from the system of governance and the performance of public administration, the performance of the administration will not be good, at the level and for the benefit of the citizen" (Kováčová, 2014, p. 214).

"Current public administration reforms have focused primarily on institutional, empowering and competent solutions. However, the present is evidence that the reform of public administration in the personal and ethical sphere has so far not received much attention... Even today, unified competence models of occupational groups of workers in self-government are not clearly defined. The truth is that the issue of securing the education of representatives and employees of territorial self-government in the sphere of the transferred state administration as well as in the area of original competencies has its history in Slovakia – since 1993" (Kováčová, 2014). According to research in formal education the issue of preparation for work in public administration is devoted to several higher education institutions in its study programs. Further education of employees (including elected representatives) of public administration is carried out in non-formal education institutions. This is done through state-run educational institutions (such as the Institute of Education in Public Administration), private and non-governmental organizations. The Association of Towns and Municipalities of Slovakia has been very successful in this area, which offers a

wide range of educational activities for elected representatives of municipalities (www.zmos.sk). The Government of the Slovak Republic approved on 23 August 2000 resolution no. 663/2000 Concept of Education in Public Administration. It also envisaged the education of elected representatives of the self-governing authorities of upper local government and local self-government (presidents and members of regional self-government, mayors and members of local self-government). The development of human resources in 2009 became one of the pillars of the Concept of the Modernization of Local Self-Government in Slovakia". We note that further education of employees and elected representatives in public administration still lacks a functional system approach that would ensure the quality and interdependence of educational activities and their providers. It is a very important factor for the successful development of the territory and the satisfaction of its inhabitants. Particularly in view of the fact that at present the requirements for their expertise are not set for the elected representatives of the self-governing authorities.

According to the survey conducted in 2015 (Liptáková, 2015) showed that local authorities demand that the condition of education be in all elections so that mayors and members of local self-government have at least secondary education because they are performing the right actions for which a certain level of expertise is needed. They expect, that the same condition will have to be met by candidates in the elections at all levels. From our own research in the municipalities of Banská Bystrica region (in 2017), we have knowledge of the achievements of higher education I or II. grade at municipal mayors. The local government in this region is made up of 492 municipalities and 24 localities incorporated into the 13 districts. There are 492 mayors – 142 are women (28.9%) and 350 (71.1%) are men. Higher education I. or II. grade was reached by 163 (33.1%) mayors, of which the first level was reached by 17 (3.4%) mayors and II. grade 146 (29.6%) of mayors. By gender, women with university education have a share of 31.9% (52) and males 68.1% (111). The largest part (18.3%) is held by the mayors with the title Ing., 8.1% with the title Mgr., The remainder being the mayors with titles from various departments.

When processing data on the level of education of the mayors of the municipalities of the Banskobystrický kraj, we proceeded from the data available on the websites of individual municipalities and from the data from www.slovakregions.sk. The names of the Mayors elected for the period 2014-2018 were verified on the official website of the Statistical Office of the Slovak Republic. The difficulty of processing data was mainly the diversity of official sites of the municipalities, the weakness of the pages, the problematic layout of the data and the difficult orientation in the basic information. In small villages, in many cases was a

problem to get information about the village because their own website was absent, so we had to rely on the data obtained from the education of the mayors of these municipalities from other available sources. We were also surprised by the outdated data, namely the names of mayors of municipalities who did not agree with the results of the elections from the statistical office. The results of this survey also show that the capabilities of employees and elected representatives in self-government need to be addressed by defining the requirements they should meet, their verification mechanism, identifying learning needs and continuing education programs, and applying a system approach.

Conclusion

The quality of elected representatives of local authorities, the quality of the management of the authorities and the quality of the human potential in the territory represent one of the most important competitive advantages of the territory (Borseková, Petříková, Kološta, 2012, p. 62, 63). If we consider the extent of the competences of the self-government and the fact that elected representatives of the local self-government, such as deputies, mayors, presidents of self-governing regions, decide on the situation in the territory, their decisions have an impact on the quality of life of the citizens of the respective area and often the inhabitants of the surrounding territories, there are legislative requirements for their ability to be elected inadequate, inappropriate. From the point of view of the business environment absolutely unacceptable. No judge would let his property, finances, health, life, and his existence be left to people without proper capacity. Looking at the nature and content of the work of the elected representatives and their impact on society, we must state that these people should, above all, have managerial and not only political and speaking capacities, and in particular they should have a character whose significant feature is respect for ethical and moral rules, a sense of righteousness and truth, the belief in noble values in relation to the life of man and nature.

The long-term impact of the consequences of the decision on public affairs, the complexity of the process (sometimes the impossibility) of "returning things back" strengthens the need to address the identification of eligibility requirements for elected representatives of citizens (model of competence) and the search for effective ways of selecting candidates. This is an important and urgent task that needs to be addressed. Citizens have the right to have relevant information on what specifically the elected representatives have to do, their responsibilities. They have the right to have relevant eligibility requirements for candidates who should be identified and verified in the selection process – in a pre-

-election campaign. On the other hand, the political parties proposing their candidates should know the requirements for their competence and aim to prepare them. Independent candidates should also reconsider these requirements and decide accordingly. The issue is very topical and socially urgent. The question is who should deal with it. Experts, scientists, academics, citizens should "be alert". The mass media should fulfill their mission – truthfully, inexpensively and without any side-interests, to inform citizens about the competences of the elected representatives and the necessary capabilities to implement them and help them to make decisions. The state should create adequate conditions for problem-solving activities – recognize and declare that the problem exists, is named and is interested in solving it, promotes the solution of relevant scientific research projects, contributes to the visibility of their results and thus provides an adequate service to citizens – to enable them to use their right, with the knowledge of the matter, to decide who will represent them in the administration of public affairs. Or is not (yet) "political will"?

Summary

The purpose of the contribution is to highlight the importance of the ability of the elected representatives of local self-government to exercise their assigned responsibilities (mayors, powers and responsibility for their decisions). The elected representatives of the local self-government (deputies, mayors, chairpersons of the self-governing regions) are decisive in the area. Their decisions have an impact on the quality of life of the citizens of the area concerned (often also residents of the surrounding area) and on the sustainable development of the territory concerned. Legislative requirements for their eligibility to be elected (age, permanent residence in the relevant self-governing area, integrity and ability to act) do not contain any prerequisites for their professional competence and are therefore inadequate and inadequate. Citizens have the right to have relevant eligibility requirements for candidates who are required to identify and verify candidates in the pre-election campaign process. On the other hand, the political parties proposing their candidates should know the requirements for their competence and aim to prepare them. Independent candidates should also reconsider these requirements and decide accordingly. The issue is therefore very topical and socially urgent. In this respect, the relevant legislation in the Slovak Republic needs to be adapted.

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Abstract. *The deepening crisis of morality, which takes the global dimensions and causes the whole chain of problems in the field of economic, social and environmental, profoundly affects the quality of citizen's life in the Slovak Republic. We are seeing often the non-professional, but also selfish decisions of elected representatives of municipal authorities. managers of municipal organizations or firms owners. The aim of this paper is to highlight the importance of the capacity of elected representatives of local government to carry out the function entrusted to the desired level of expertise, practical skills, but especially responsibly, in accordance with the law, ethics and morals, for the benefit of citizens, municipality and society.*

Keywords: *managerial skills, sustainable development, region*