- Il piano della Performanee ed Obiettivi quale strumento di programmazione.
- Il principio di "separazione dei poteri" significato nell'ente locale.
- Il candidato immagini che un comune debba affrontare una crisi finanziaria improvvisa. Come potrebbero essere stabilite le priorità e la pianificazione delle azioni da intraprendere per ridurre i costi senza compromettere i servizi essenziali?

In Chicago there was a city program designed to help people find jobs. The Mayor's Office of Employment and Training (MET) had local offices around the city, but none on the South Side near Altgeld Gardens. Barack organized a meeting between the program's director and a group of residents from Altgeld Gardens and the surrounding neighborhood. When the meeting was finished, the director agreed to open an office in the neighborhood. Barack was proud of both himself and the community residents. They had learned that through organization and action, they could make things happen.

When he saw how the volunteer workers in his program were motivated by their Christian faith, Barack thought more about his own religious beliefs. Like his mother, he respected all religions. Also like his mother, he believed that a person could lead a good life without having to choose any particular organized religion. But now he realized that the Christian faith was such a powerful force in the African-American community, he wanted to learn more about it.

The church where Barack felt the most comfortable was the Trinity United Church of Christ in the Hyde Park neighborhood on the South Side. The church's pastor, Jeremiah Wright, was an excellent speaker who had helped Trinity to grow from ninety to several thousand members. Barack was impressed by Pastor Wright's strong belief in social justice. Wright was an intelligent and educated man. He and Barack had long conversations about poverty, racism and fairness. However, Pastor Wright sometimes expressed very strong opinions in ways that offended[55] people. Many years later, Barack would change his feelings about his friendship with Pastor Wright.

While Barack was living in Chicago, his Kenyan half sister, Auma, finally came to meet him. Barack had many relatives in Africa, but he had never met any of them. Barack had many questions about Africa, about his family there and

- Il Piano Esecutivo di Gestione nei documenti di programmazione dell'Ente locale.
- Il ruolo del Dirigente nell'organizzazione del personale.
- Il candidato immagini che uno dei principali servizi comunali abbia un'inefficienza operativa. Come potrebbe essere analizzata la situazione e quali azioni andrebbero intraprese per risolvere tempestivamente il problema senza compromettere la qualità del servizio offerto?

means understanding how to make that government work for the people who are powerless.

Barack wanted to help poor, urban African-Americans take a greater role in American society. By bringing blacks and whites together, Barack might also bring together the two sides of his own identity.

But where would he start? Barack had not grown up among the poor blacks of New York City or any other city. He had no contacts in the community who might help him. His background was middle class, white and Hawaiian. It was African too, but it was not African in a way that blacks in the U.S.A. could understand. Barack's ancestors were not slaves who were forced to come to America hundreds of years earlier. He was the son of a Harvard educated Kenyan economist. He was black, but was he "black enough"? It was a question that Barack would be asked more than once.

Barack wrote to many organizations and black leaders around the country, but they did not take him seriously. He did not lose hope, however. He decided he could wait for a while to become a community organizer. Instead, he chose to take a more traditional job in the business world. It was a practical decision. He could become a community organizer in a year or two.

- I Responsabili di servizio nell'organizzazione comunale (nomina, competenze, responsabilità).
- Gli organi fondamentali del comune e le differenze fra gli stessi.
- Quali soluzioni possono essere prospettate per implementare soluzioni tecnologiche avanzate per migliorare l'efficienza delle procedure amministrative in un comune che attualmente fa un uso limitato della tecnologia?

6

Businessman

In 1983, Barack graduated from Columbia University. He got excellent results. He got a job with a company called Business International Corporation in Manhattan. BI, as it was usually called, was a small company. It published[47] newsletters about international finance and gave advice to American companies doing business in other countries. Barack worked for the company as a research assistant. It was not a very exciting job, but it taught Barack a lot about the business world and international finance.

Every morning he put on a suit and tie and took his briefcase to a downtown Manhattan office where he was the only black person who was not a secretary, security guard or janitor. The black women working as secretaries in his office were impressed by Barack. He was a black man—a handsome black man—who was successful in the white world. When Barack told them that his real dream was to be a community organizer, they were surprised. A black security guard at BI laughed when Barack told him that he wanted to be a community organizer. "Forget about this organizing business and do something that's gonna[48] make you some money," the security guard said. He told Barack that poor people who really wanted to improve their lives would do it on their own. Nothing, the guard added, could help the ones who did not want to change their lives.

Barack did not pay attention to this advice at first, but after several months at BI, he started to think about it. He worked hard and soon became a financial writer. He had his own office and a personal secretary. He was well paid, and that was a good feeling. He began to wonder if the security guard was right.

Pasquale Spadafora

- Le competenze della Giunta comunale in materia di programmazione finanziaria.
- Revoca ed annullamento d'ufficio del provvedimento amministrativo: differenze e casi pratici.
- Il candidato immagini di dover gestire una situazione di conflitto tra dipartimenti comunali. Quali strategie potrebbero essere adottate per facilitare la risoluzione dei contrasti e favorire la collaborazione?

Maybe it was a silly idea to become a community organizer. Maybe it was best to stay in the business world.

Then one day at work, Barack got a surprise telephone call. It was his Kenyan half sister, Auma, his father's daughter from his first marriage. She was calling from Germany, where she was studying at university. She told Barack that she and some friends were planning to visit the U.S.A. She wanted to meet her half brother.

But Auma never came. Just two days before her arrival, she called again. She was upset and told Barack that her half brother, David, Barack Sr.'s son from his third marriage, had been killed in a motorcycle accident. She would not be flying to New York. She was going to fly back to Kenya for his funeral.

Barack did not go to Kenya for the funeral, but his half brother's death had a great affect on him. David had been young and happy one day, and dead the next. David's death made Barack think about his own life and future plans more carefully. Money made life easier, of course, but Barack decided that he wanted more from life. He needed to feel that his life had a purpose, that what he was doing was important. After about a year at BI, he decided to leave the company and follow his dream.

Once again he applied for jobs as a community organizer, and once again, he had no luck. He had very little money and was losing hope when he received a telephone call from Chicago. It was from a white, Jewish community organizer named Jerry Kellman. Kellman told Barack he was flying to New York the next week and asked to interview him then for a job in Chicago.

During the interview, Kellman told Barack about the position. Many factories in Chicago had closed and left their workers without jobs. He needed someone to start job centers to help the former[49] factory workers find new jobs. Kellman wanted a black person to work in the job centers because most

Pasquale Spadafora

- Le cause di ineleggibilità alla carica di Sindaco e dei singoli consiglieri comunali.
- Si illustri brevemente il PIAO quale documento di programmazione.
- In caso di emergenza naturale (es. alluvione o terremoto) che colpisca il territorio comunale, come andrebbe organizzata una risposta immediata e coordinata per garantire la sicurezza dei cittadini e il ripristino delle normali attività?

Salvatore Scarnato

5

New York City

In August 1981, Barack Obama Jr. arrived in New York City to study for a bachelor's degree in political science and international relations at Columbia University. Barack's first apartment in New York had just two small rooms with used furniture, rats and mice and a view of a brick wall from the window. It was just the first of several similar apartments that Barack lived in during the five years he spent in Manhattan and Brooklyn.

Barack led a quiet life of study and reading. He also spent long hours exercising. He ran for miles up and down the streets of Manhattan. He exercised his mind as well. In addition to the books assigned[41] by his teachers, Barack read the Bible, the works of the philosopher Friedrich Nietzsche and the novels of Herman Melville, Toni Morrison and Graham Greene.

On Sunday mornings, he sometimes visited the Abyssinian Baptist Church in Harlem. As he sat at the back of the church, he found comfort in the wonderful music. Barack had never been religious, but as he sat in the church in Harlem, he thought about the works of Martin Luther King Jr., who began his career as a minister in a church in Montgomery, Alabama. Barack was starting to understand that America's black churches were very important and powerful in the fight for civil rights. He could see that the black churches helped to create the feeling of community that he longed for—the feeling of being confident in who you were and where you belonged.

Barack's background and travels had taught him more about the world than many young people of his age. But what was the result of these experiences? And why was this feeling of belonging still missing?

Salvatore Scarnato

- Le responsabilità dei dipendenti pubblici ed in particolare la responsabilità dei Dirigenti.
- Gli atti degli organi collegiali comunali e le modalità di pubblicazione degli stessi soffermandosi sull'Amministrazione Trasparente.
- Se fosse richiesto di migliorare l'accessibilità ai servizi comunali per i cittadini anziani o diversamente abili, quali soluzioni innovative potrebbero essere progettate per rendere più agevole l'accesso e la fruizione dei servizi?

The courses at Columbia were difficult and the other students were very intelligent and ambitious. In classroom discussions, he had to think fast and explain his ideas clearly. But he was slowly becoming more confident in his ability to inspire people with his ideas.

One morning during his senior year at Columbia, Barack's telephone rang. It was his Aunt Jane, in Kenya. She was calling with bad news. Barack's father was dead—he had been killed in a car accident at the age of forty-six. Barack was shocked. His life had been like a puzzle[44] with a missing piece—the father he had grown up without. He had hoped to find that missing piece when he visited his father and African relatives in Kenya. Now Barack felt that this piece would always be missing.

As graduation came nearer, Barack began planning the next stage of his life. He knew that he could speak well and write well, and he knew that he could use his words to make people think. These skills were very useful in lots of different jobs, but Barack wanted to do something to help poor black people in the U.S.A. Twenty years earlier, the Civil Rights Movement had made some important changes, but he knew that there was more work to be done.

Barack decided that what he really wanted to do was to become a community organizer. A community organizer is a person who works with people in poor communities to help fix problems such as crime, gangs[45], poor housing and government services. The community organizer has to help people to make the changes they can make on their own or persuade the local government to make changes. He or she has to work at the "grassroots" level. That means organizing people at the bottom to try to make changes at the top. It means knocking on doors and talking to individuals and small groups. It means working with local community organizations, government programs, private charities[46] and churches. It means understanding local government and knowing the people who have power. It