“Improving administrative and social competences: EKDDA’s targeted effort in Greece”

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President
GREEK PA: A background

- Centralization of the public services
- Their functional introversion
- Clientelism
- Corruption phenomena
- Party-political domination of the HR management options
Reduce both the number of civil servants + the wage bill of the public sector

chronic organizational and administrative malfunctions

a major structural crisis of the Public Administration
Historical pathogenies of the Greek PA ('60s)

1. Stranglehold of the political leadership; that is the heavy load of the "political subsystem" with the simultaneous vulnerability of the "administrative subsystem"

2. Lack of meritocracy, both in the recruitment and in the career path of the civil servants

3. Centralization (structures + decision-making)

4. Bureaucracy (overlapping procedures, overregulation, ambiguity + legalism)

5. Lack of specialized executives in management issues and, in general, lack of a serious human resources management policy
Since the ‘90s

New studies show **important progress** on the:

- **Recruitment** (due to the foundation of the independent Supreme Council for Civil Personnel Selection - ASEP)

- **Specialized personnel** (to some extent also due to the presence of EKDDA’s National School of Public Administration & Local Government – but, since the 80’s only 2,500 graduates because of budget limitations)
Nevertheless... new pathogenies:

Political partialism

(= different treatment of civil servants according to the direct interests of the party in power)

Deepening of the institutional + labour fragmentation throughout the public sector
New pathogenies

Increase of the number of «non-permanent» public servants or «non-permanent co-operators» of all sorts, leading to

The phenomenon of a «parallel administration» both in numbers and in quality
New pathogenies

• Lack of the culture of providing real service and commitment to the citizens ≠ domination of a culture of introversion + self-reference

• Bad regulation system, which led to a «Gordian Knot» of overlapping levels of administration and their competencies
The biggest pathogeny of them all

Domination of the political subsystem/circuit over that of the administrative one (this gave birth to the rest of the pathogenies)
The political party in power, acting as an administrative institution, substituted the formal administration and became a peculiar agent of the coherence and institutional memory of the state
“Cartel” parties

The parties that once were representative social entities transformed into “parties of the state”, a.k.a. “cartel” parties

In Greece’s administrative history, this led to the PA’s asphyxiation and its degradation to an absolutely “dry” bureaucratic construction

It also led to the acceleration of the recent fiscal crisis
A new opportunity

The current government reconstructed the Administrative System so as to transform it organizationally and make it work as a leverage of progress for the whole country.

This signaled the beginning of a totally different function for the Greek state.
Pillars of the reconstruction

i. National Registry for the PA Decision Makers
ii. New Assessment System
iii. New point system for the working positions
iv. New System for the Selection of the Top Managers

The National Registry for the PA Decision Makers is an innovative institution that has already started to transform our administrative system towards the resetting of legality
INSTITUTIONAL FRAMEWORK
COMPETENCES + SKILLS ASSESSED UNDER L4369/2016

Regarding the staff (all subordinate staff)

General categories of competences & skills

A. Knowledge of the object at hand, interest, creativity
B. Office relations + attitude
C. Effectiveness
INSTITUTIONAL FRAMEWORK
COMPETENCES + SKILLS ASSESSED UNDER L4369/2016

Re the leaders (middle & top management)
Again, general categories of competences & skills
A. Knowledge of the object at hand, perception, interest, creativity
B. Office relations + attitude
C. Administrative competences
D. Effectiveness
INSTITUTIONAL FRAMEWORK
COMPETENCES + SKILLS ASSESSED UNDER L4369/2016
STRUCTURED INTERVIEW FOR THE SELECTION OF
TOP MANAGERS AND DECISION MAKERS
### TOP MANAGERS + DECISION MAKERS

**In detail**

### Knowledge – Competences + Skills assessed under L4369/16

<table>
<thead>
<tr>
<th>Group A’</th>
<th>Extra elements—competences/skills deriving from each Job Description</th>
</tr>
</thead>
</table>
| • Knowledge of mission  
• Functions of the organization  
• Functions & duties of the particular post | i.e. Crisis management, strategic perception of a situation, team spirit, openness to change and innovation, inventiveness, foresight etc. |

<table>
<thead>
<tr>
<th>Group B’</th>
<th></th>
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</thead>
</table>
| • Planning  
• Monitoring  
• Undertaking initiatives  
• Decision making  
• Communicational skills  
• Time management  
• Leadership in conditions of pressure  
• Monitoring various working groups  
• Creativity |
<table>
<thead>
<tr>
<th>COMPETENCE</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strategic perception and way of thinking</td>
<td>Analysis of the institution’s current situation, vision formation and ways of realizing it • Use of strategic management tools • Strategic planning • Goal setting</td>
</tr>
<tr>
<td>Team monitoring and motivation</td>
<td>Team management, role attribution, achieving team goals • Activating/motivating team members • Task planning / task allocating • Avoiding tensions – maintaining normality</td>
</tr>
<tr>
<td>Effective decision making - determination</td>
<td>Ability to make tough decisions within limited timeframes • Willingness for risk taking • Sobriety – Composure</td>
</tr>
<tr>
<td>Time management</td>
<td>Ability to schedule and to control (at all times) the time left for the completion of specific tasks • Prioritization of needs/tasks • Effective time allocation and respect of the deadlines</td>
</tr>
<tr>
<td>Crisis management</td>
<td>Addressing an urgent and unexpected event • Response to the element of surprise • Panic avoidance • Creating a sense of security</td>
</tr>
<tr>
<td>COMPETENCE</td>
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<tr>
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<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
</tbody>
</table>
| Communication | Clarity and precision at conveying/communicating the necessary information  
• Articulation and eloquence  
• Organized – Structured thinking  
• Adjusting to the audience type |
| Creativity    | Discovery of innovative solutions – methods of problem solving or of evading obstacles  
• Implementation of existing knowledge for the creation of new working methods  
• Inventiveness - practical spirit |
| Programming   | Ability to manage the working load, monitor the available resources and respect the deadlines foreseen  
• Prioritization of the tasks  
• Management of the available resources |
| Team spirit   | Ability to develop strong cooperative relations within the institution / with other institutions  
• Sociability – creation of a cooperation cycle  
• Interest in the opinions of others |
STRUCTURED INTERVIEW FOR THE SELECTION OF TOP MANAGERS AND DECISION MAKERS

• Communication
• Time management
• Team monitoring
• Creativity

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✓ Programming
✓ Producing initiatives
✓ Effective decision making
✓ Crisis management

structured discussion
(mostly soft skills and cv elements)

hypothetical scenario
(mostly administrative competences)
EKDDA’s National School of Public Administration & Local Government (ESDDA)

2 workshops

• Team spirit and cooperation: public administration’s success pillars
• Administrative Ethics/Conduct Guide
ESDDA: TEAM SPIRIT & COOPERATION WORKSHOP

Experiential, interactive, aiming at the communicational skills and the team values – all activities converge to the principles of an effective time management and those of the respect of differences and societal diversity.
ESDDA: ADMINISTRATIVE ETHICS/CONDUCT GUIDE WORKSHOP

• Focus on the relations with the citizens

• We aim at the development of attitudes, behaviour and, in general, of a culture that supports the observation of the fundamental PA action ethics based on principles such as Good Governance, Equity and Leniency

• Competences and skills to be developed and/or improved here are with regard to the behaviour towards the citizens, decency, respect, professionalism, observation of legality, independence, impartiality, responsibility, equality and proportionality, as well as that of discretion.
<table>
<thead>
<tr>
<th>S/N</th>
<th>ADMINISTRATIVE COMPETENCES</th>
<th>TRAINING HOURS</th>
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<tr>
<td>1</td>
<td>LEADERSHIP &amp; ORGANISATIONAL CHANGE</td>
<td>35</td>
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<tr>
<td>2</td>
<td>PROBLEM SOLVING &amp; DECISION MAKING TECHNIQUES</td>
<td>35</td>
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<tr>
<td>3</td>
<td>PROJECT DESIGN &amp; PROJECT MANAGEMENT</td>
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<tr>
<td>4</td>
<td>REDESIGNING ADMINISTRATIVE PROCEDURES</td>
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<tr>
<td>5</td>
<td>TEAM DYNAMICS + CHANGE MANAGEMENT</td>
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<tr>
<td>6</td>
<td>TRAINING THE MIDDLE MANAGERS (newly appointed)</td>
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<tr>
<td>S/N</td>
<td>IMPROVING SOCIAL COMPETENCES</td>
<td>TRAINING HOURS</td>
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<tr>
<td>1</td>
<td>COMMUNICATIONAL DYSFUNCTIONS AND THE ART OF PERSUASION</td>
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<tr>
<td>2</td>
<td>COACHING KAI MENTORING IN THE PUBLIC ADMINISTRATION</td>
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<tr>
<td>3</td>
<td>THE ART OF NEGOTIATING – CLOSURE TECHNIQUES</td>
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<tr>
<td>4</td>
<td>STORY TELLING AS AN ADMINISTRATIVE PRACTICE</td>
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<tr>
<td>5</td>
<td>PRODUCING WRITTEN WORD &amp; PRESENTATION TECHNIQUES</td>
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</tr>
<tr>
<td>6</td>
<td>CONTEMPORARY OFFICE ENVIRONMENTS AND STRESS IN THE WORKPLACE</td>
<td>21</td>
</tr>
<tr>
<td>7</td>
<td>DEVELOPING MULTI-CULTURAL SKILLS &amp; MANAGING DIVERSITIES</td>
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Τίτλος Προγράμματος: ΑΝΑΠΤΥΞΗ ΔΙΟΙΚΗΤΙΚΩΝ ΙΚΑΝΟΤΗΤΩΝ: ΗΓΕΣΙΑ ΚΑΙ ΣΤΡΑΤΗΓΙΚΟΣ ΤΡΟΠΟΣ ΣΚΕΨΗΣ- ΟΡΓΑΝΩΣΙΑΚΕΣ ΑΛΛΑΓΕΣ

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<td>335</td>
<td>8,960</td>
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Service needs covered

Personal needs covered

Total average
ΤΙΤΛΟΣ ΠΡΟΓΡΑΜΜΑΤΟΣ: ΑΝΑΠΤΥΞΗ ΔΙΟΙΚΗΤΙΚΩΝ ΙΚΑΝΟΤΗΤΩΝ: ΔΙΑΧΕΙΡΙΣΗ ΕΡΓΟΥ ΚΑΙ ΚΑΤΑΡΤΙΣΗ ΕΠΙΧΕΙΡΗΣΙΑΚΩΝ ΣΧΕΔΙΩΝ

Έτος 2017

- Service needs covered: 8.94
- Personal needs covered: 8.77
- Total average: 8.59

Στατιστικά Στοιχεία Τίτλου: ΑΝΑΠΤΥΞΗ ΔΙΟΙΚΗΤΙΚΩΝ ΙΚΑΝΟΤΗΤΩΝ: ΔΙΑΧΕΙΡΙΣΗ ΕΡΓΟΥ ΚΑΙ ΚΑΤΑΡΤΙΣΗ ΕΠΙΧΕΙΡΗΣΙΑΚΩΝ ΣΧΕΔΙΩΝ

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<th>Άτομα (Ολοκλήρωσε)</th>
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Τίτλος Προγράμματος: Ανασχεδιασμός Διοικητικών Διαδικασιών στο Δήμο Τομέα

Περιεχόμενα:

- Service needs covered: 8.75
- Personal needs covered: 8.83
- Total average: 8.66

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<td>107</td>
<td>8,721</td>
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Total Average Evaluation
Implementing change as a result of the training

- Yes: 35.55%
- No: 64.45%
Impact of the trainings

- Improvement of knowledge, competences and skills
- What they learned was feasible ("implementable")
- The training influenced their performance
- Their service showed interest
Thank you for your attention