

COVER PAGE

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TITLE OF PAPER:

**An integrated model of Public Services upgrades focusing on civil servants
education and training.**

The example of Regional Training Institute of Western Greece

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KINGDOM OF SAUDI ARABIA

An integrated model of Public Services upgrades focusing on civil servants education and training.

The example of Regional Training Institute of Western Greece

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Abstract

In this essay is presented the model that is applied by the National Centre for Public Administration and Local Government in Greece for the Public Services updates focusing on civil servants education and training.

National Centre for Public Administration and Local Government (E.K.D.D.A.) is the strategic agency of Greece for the education and continuous training both of public servants and local Government employees.

E.K.D.D.A has decentralized its structure in order to provide training locally and therefore to promote regional development through the upgrading of knowledge and skills of the regional officers

The model is presented analytically through its application in Regional Training Institute of Western Greece. The main objective in this essay is the results of the survey that was carried out in order to ascertain the success of this model application. In the survey participated 80 heads and directors of Western Greece Public Services and 700 employees.

Introduction

Every Organization in order to be not only viable but also competitive goes through a strategic plan.

Critical factors for the strategic plan success are:

- The high quality services
- The productivity that is based on the better administration of the organization and the better human resources development
- The flexibility to new circumstances

The mediation that is usually applied for the success of the above are:

- The introduction of new structural changes to the existing organization structure based on the modern management approach
- More effective human resources development
- The use of current technology

The application of the first mediation brings essential changes to duties distribution, to the decision making, to the way of communication between the departments tending to more decentralized processes. Also the third mediation has to do with the work process using the ICTs and the Information Systems application.

The second mediation focuses on the human resources development through the education and continuous training. This mediation is more significant because the knowledge and the skills that human recourses will acquire may innovate all the other mediation and structural changes: application of new policies, reform actions in order for the public administration to be competitive and offer more quality and effective services to citizens

National Centre for Public Administration and Local Government (E.K.D.D.A.) contributes to the above mediation through the employees training and education, has envisaged the trained Human Recourses for a State that serves the citizens responsibly.

E.K.D.D.A. has applied an integrated model for the education and continuous training both of the public servants and local Government employees being based on the identification of training needs

National Centre for Public Administration and Local Government

(E.K.D.D.A.)

The training organization of Public Administration in Greece

E.K.D.D.A. is the strategic and main agency in Greece supervised by the Minister of Interior responsible for the provision of education, initial and continuing training to civil servants and to public employees of the local government.

Our education and training policy aims at upgrading the level of knowledge and skills according to the administrative imperatives of transparency, accountability, simplification of procedures and provision of quality services to the citizens.

E.K.D.D.A. consists of three educational units:

- **The National School of Public Administration (E.S.D.D.):** its graduates are highly specialized executives, with a privileged career in the Central and Regional Administration. 150 students per year.
- **The National School of Local Government (E.S.T.A.):** its graduates are highly specialized executives, with a privileged career in the Local Authorities. 80 students per year.

The students of the two Schools of E.K.D.D.A. are university graduates, who have passed a rigorous entrance examination and follow a scheme of study for 18 months. Those who succeed the entry examination are already considered as civil servants.

Therefore the mission of the above mentioned schools is to recruit and provide public administration and local government with highly specialized staff.

- **The Institute of Training (IN.EP)** and the **12 Regional Institutes of Training (R.I.)** offer initial (to newly appointed employees) and continuing (life-long) training to public servants of both Central Public Administration and Local Government.

According to its mission, the Institute of Training and the Regional Institutes, traces learning needs, designs and implements educational activities tailored to the needs, business strategy and special characteristics of human recourses. Moreover, we carry out congresses, conferences and lectures and promote collaboration with centres, institutes and schools on international level. In our effort to personalise and provide integrated training to Public Employees, we promote the application of the Individual Training Card, which will enable us

to monitor the educational history of each employee and to offer personalised consultation for future program attendance.

E.K.D.D.A. has envisaged the trained Human Recourses for a State that serves citizens responsibly.

E.K.D.D.A Main Values:

- ⇒ Respect human Personality
- ⇒ Transparency – Social Accountability for its actions
- ⇒ Knowledge, Innovation, & Quality

E.K.D.D.A Mission:

- ⇒ Improve the structure and operation of Public Organization
- ⇒ Upgrade the Human Recourses
- ⇒ Provide the Public Service with specialized executive staff, able to advance further

The final objective of human recourses of Public Administration development is the upgrade of given services to the citizens, as well as the improvement of the citizen's life.

For the fulfillment of this objective two mainly real choices played the most important role and attributed concrete results:

I. Synergy and consultation with Social Partners

- ⇒ Valuable corporate relationship with A.D.E.D.Y.(union of civil servants)
- ⇒ Collaboration Memorandum with E.N.A.E.(Union of Prefectures)
- ⇒ Cooperation with K.E.D.K.E. (Central Union of Municipalities & Communities of Greece)
- ⇒ Coordination Education Committee with participants of Ministries, Public Agencies and Organisations)

II. The decentralisation of training actions via the creation of networks of Regional Institutes of Training in the whole country (in each administrative region).

Synergy and cooperation with our Social Partners

It is our conviction that a factor of crucial interest in the field of education and training must be the creation and forging of cooperation procedures between the Administration and the Social partners.

The capital importance of this synergy can be traced in the delivering of a common result that corresponds better to the real needs of the officers and the citizens in general. The learning procedure consists of a series of stages starting from the design, passing to the implementation of the training activities and finally to the evaluation of the outcomes. During this whole procedure we practice the educational policy. We strongly believe that the consensus must be the starting point of every policy, a consensus that can be achieved only if all the stakeholders have the chance to participate actively.

Moreover, we consider that participation is not a means of applauding our policy but a means of modulating it.

Bearing this in mind, we have proceeded to the signature of a programme-contract with ADEDY, which is the *Supreme Administration of Civil Servants' Unions* representing all public servants in Greece.

This agreement is a *Constitution of Training*, established by law and accompanied by a Funding Protocol according to which 0,5 0/00 per thousand of the public sector's annual salary expenses shall be allocated to the funding of training activities.

In the framework of the above mentioned cooperation we have established, amongst others, two postgraduate programs for public servants in two Greek Universities that lead to a Master's degree. Expenses for the above postgraduate programmes are covered jointly by E.K.D.D.A. and the Syndicate.

Similar agreements have been reached with other social partners as far as the training issues are concerned:

- *Union of Prefectures* (E.N.A.E.)
- *Central Union of Municipalities and Communities* (K.E.D.K.E.)

The decentralisation of training actions

The E.K.D.D.A. in two (2) years (2005-2006) placed in operation a network of 11 Regional Institutes of Training that in collaboration with the Institute of Training in Athens and the Regional Institute of Training in Thessalonica that exists since 1992, have as a mission the decentralisation of Human Resources of Public Administration and Local Government development.

The creation of Regional Institutes network was dictated by the *need*:

- to be close to the employees of Regional Administration and Local Government,
- to better listen and understand their actual training needs,
- to provide training activities all over the country,
- to give the local high qualified manpower the opportunity to convey their knowledge and experiences as trainers,
- to support and strengthen Local Administration,
- to reinforce regional cohesion and development.

The following map illustrates the network of the 12 Regional Institutes.

Greek Regional Institutes Network



Regional Institutes Network has been developed from March 2005 till September 2006 according to the following order:

1. **Regional Institute** of Central Macedonia (*Thessaloniki*, the existed one since 1992)
2. **Regional Institute** of West Macedonia (*Kozani*, March 2005)
3. **Regional Institute** of Peloponnese (*Tripoli*, April 2005)
4. **Regional Institute** of South Aegean islands (*Siros*, June 2005)
5. **Regional Institute** of Western Greece (*Patra*, October 2005)
6. **Regional Institute** of Thessaly (*Larissa*, December 2005)
7. **Regional Institute** of Epirus (*Ioannina*, December 2005)
8. **Regional Institute** of Central Greece (*Lamia*, February 2006)
9. **Regional Institute** of Crete (*Iraklio*, April 2006)
10. **Regional Institute** of Ionian islands (*Corfu*, May 2006)
11. **Regional Institute** of East Maced. & Thrace (*Komotini*, July 2006)
12. **Regional Institute** of North Aegean islands (*Mitilini*, September 2006)

An integrated model of Public Services updates focusing on civil servants education and training.

The model that was applied to the Public Administration by the National Centre for Public Administration and Local Government (E.K.D.D.A.) is based on the participation and the collaboration of the Public Administration itself.

In order to accomplish the decentralisation of Human Resources of Public Administration and the Local Government development was created a mechanism of demands acceptance, that are connected to the citizens problems, the necessary intervention of Public Service, with regard to Human resources development and the required training, so that the circle citizen - service - employee - training –employee - service - citizen is completed and leads to upgraded services, better service of citizens and the improvement of their life.

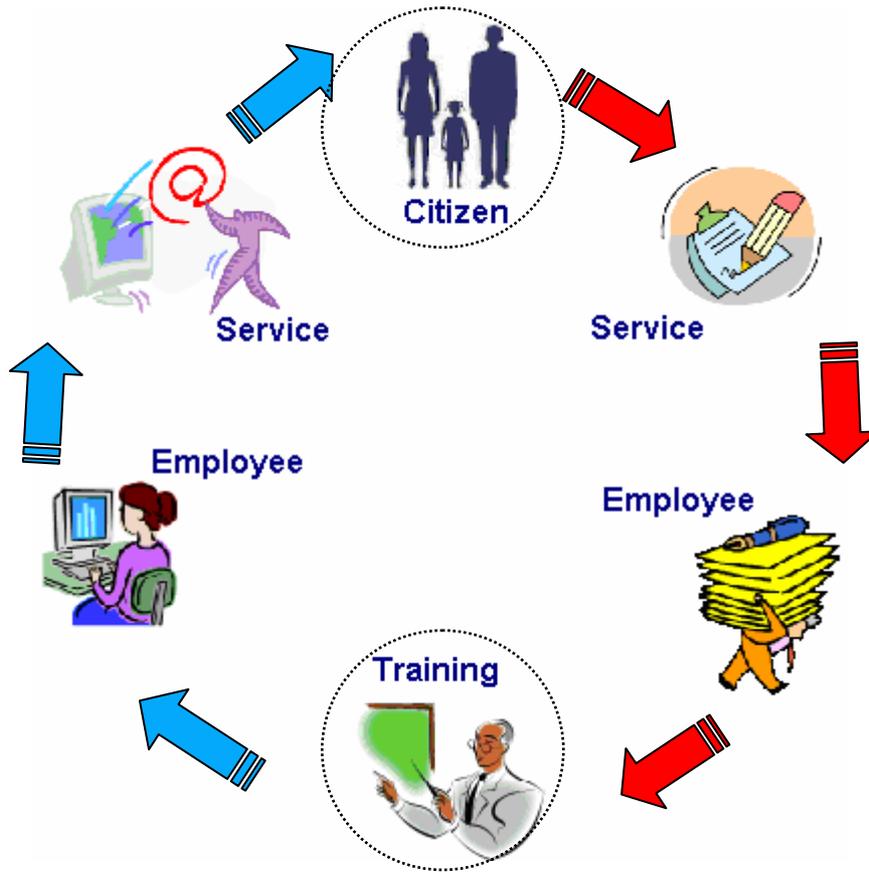


Image 1. Public Services Upgrading Circle

As an example of a completed intervention, one of the Regional Institutes of Training will be presented, the **Regional Institute of Western Greece**.

The aim of this model application is the services upgrading, provided to the citizens by Public Services of Western Greece Region

The model has the following steps:

STEP 1. Participation and collaboration, Public Administration and E.KD.D.A. for the training needs identification jointly.

- **OBJECTIVE:** Core Creation in order to trace the training needs of the Public Services (TTN.)
- **ACTION:** Trained employees of Western Greece Region Public Services in order to constitute the cores for the tracing of training needs of Western Greece Public Services Employees
- **METHOD:** The employees were educated in targeted training programs for the training needs identification in the Public Services (TTN.)
- **RESULT:** Were trained 80 employees, collaborators in 4 training programs between years 2005 and 2007.

STEP 2. : Recording and evaluation of the training needs of Public Employees.

- **OBJECTIVE:** Training needs identification for Public Administration of Western Greece Region
- **ACTION:**
 - Inform the Public Services on drawn action of (TTN.)
 - Creation of Questionnaires, forms for recording and informative material.
 - Development of a Data Base for Recording of the (TTN) results -data and communication with core employees
- **METHOD - MEANS:**
 - Interviews with Directors and Heads of Services
 - Filling in Questionnaires by the employees of Services
 - Recording the targeted discussions in working groups employees
 - Submission Forms of training demands
 - Processing the citizen's complaints to the Public Services.
 - Processing the Publications of local press.
- **RESULTS:** Gathered - evaluated and grouped roughly more than 650 training demands between the years 2006 – 2009. The training demands were connected directly with the upgrading of Public Service towards the citizens. The training

demands were coming not only from Public Services but also from the employees associations

STEP 3: Training Actions Materialization adapted to the training demands of employees (as a continuation of step 2)

- **OBJECTIVE:** knowledge and skills acquisition being based on needs
- **ACTION:**
 - Planning the training programs materialisation based on the needs of Public Services, as they were recorded in step 2
 - Designing targeted programs on the problems of citizens and the needs of Services
 - Materialization of 419 training programs between the years 2006 -June 2009 that trained more than 10000 civil servants connected with TTN
- **METHOD:** Training with a variety of targeted experiential energetic methods for adults
- **RESULTS:** During the period 2006 till June 2007 almost the 47% of Western Greece Region employees were trained in targeted training programs based on the training needs of Public Services.

STEP 4: Measurement, assessment of the results of Public Administration quality and effectiveness through the application of the preview steps of the model

- **OBJECTIVE:** Assess and measure the quality and effectiveness of Public Services of Western Greece Region that their employees trained by the Regional Training Institute

- **ACTION:** Filling in questionnaires, in which are realised the changes in faculties of employees that are connected with the citizens' service and the quality of services that provides.
- **METHOD:** Processing the trained employees questionnaire
- **RESULTS:** Observed serious changes in the quality of given services from Public Services to the citizens, in the communication between Public Services, in modernisation of Public Service organisation **using ICT's and the CAF application.**

The results are focused on:

- Speed of documents transaction
- Better briefing, regard to the legislation and the rights of citizens
- Communication between citizens and Public services
- Communication between the Public services
- Electronic filling System keeping the activities of Public Services.
- Organisation of the Public Service.

The survey

It was a very important matter to assess and measure the quality and effectiveness of Services that are provided to the citizens by Western Greece Region Public Services related with the upgrading model that was applied to Public Services.

In order to assess and measure the quality and effectiveness of Services Upgrading related to the training actions that are implemented by the Regional Training Institute of Western Greece, the leadership of Regional Training Institute and E.K.D.D.A decided to carry out a survey in the Pubic Services of Western Greece being based **on the employees trained by the Regional Training Institute in ICT's, on Common Assessment Framework (CAF), on management and economic training programs**

For this survey were designed two types of questionnaires, one for the heads/directors of the Public Services that their employees were trained by the Regional Training Institute and the second for the trained employees. Both questionnaires had instructions about the filling in.

In Western Greece Region there are **653** Public Services. It was decided to participate in the survey the departments or directorates that more than 5 of their employees had been trained. The

packages with the questionnaires were sent by post to the heads/directors. The heads/directors were responsible to give the questionnaires to the trained employees. In a period of 10 days the heads/directors had to gather all the questionnaires and send them back to the Regional Training Institute of Western Greece.

- ⇒ The survey took place at the beginning of 2009
- ⇒ In total we gathered 80 heads/directors and 700 civil servants questionnaires

The processing of questionnaires that had been filled in by the heads/directors had the following results:

- ⇒ The **91.25 %** answered that **“YES “**their employees have become more competent to their Agency and to the citizens as they use their acquired skills by the training from Regional Institute of Western Greece

| ANSWER | AMOUNT | PERCENTAGE |
|--------------|--------|------------|
| YES | 73 | 91,25% |
| NO | 3 | 3,75% |
| I DON'T KNOW | 4 | 5,00% |
| SUM | 80 | 100% |

FIGURE 1.

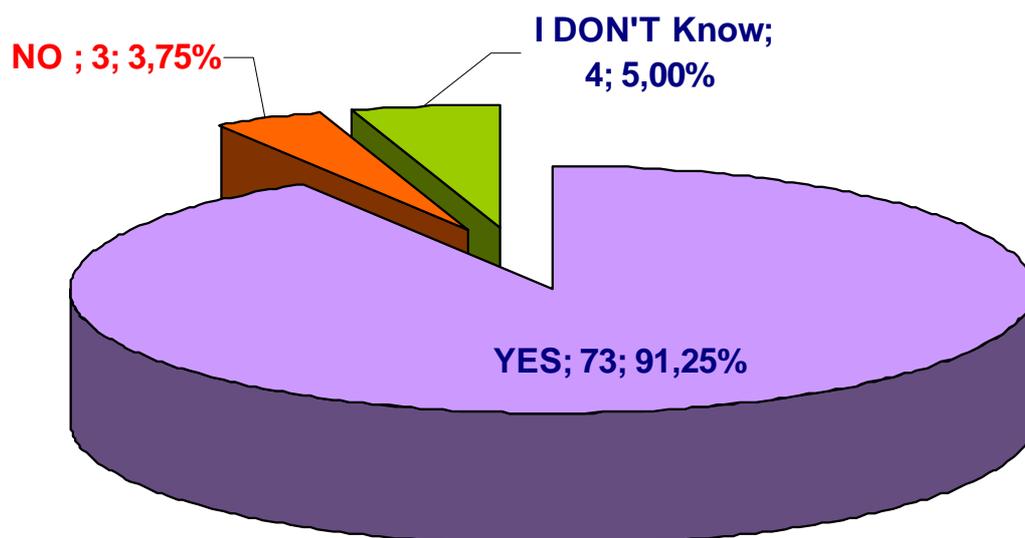


Figure 1. Percentage of heads/director that answered YES, NO, I Don’t know in the question if their their employees have become more competent to their Agency and to the citizens as they use their acquired skills by the training from Regional Institute of Western Greece

⇒ In the question, “**how their Public Service, provide more efficient and competent services to the citizens or to other Public Services**” they answer as follows:

They could answer more than one of the above choices

| Answer | percentage |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Tasks are processed faster | 78% |
| Serve more citizens daily | 30% |
| Tasks of the Public Service have more quality than before | 84% |
| There is faster and more valid information for every new or any change in order to provide valid advice to the citizens | 51% |
| Better internal service organization | 64% |
| There are faster and more flexible processes | 66% |
| There is faster communication between departments or other Public Services for citizens matters if it is necessary the collaboration with other Public services | 56% |
| The Public Service accept less complaints than before | 21% |
| Other | -- |

⇒ In the question, “**what is the percentage that would express the more qualitative and the more efficiently provided services to the citizens or to the other Public Services:**” they answer as follows:

| Answer | Percentage of heads/ directors |
|---------|--------------------------------|
| 10-20% | 11% |
| 20-40% | 15% |
| 40-60% | 19% |
| 60-80% | 30% |
| 80-100% | 25% |

FIGURE 2.

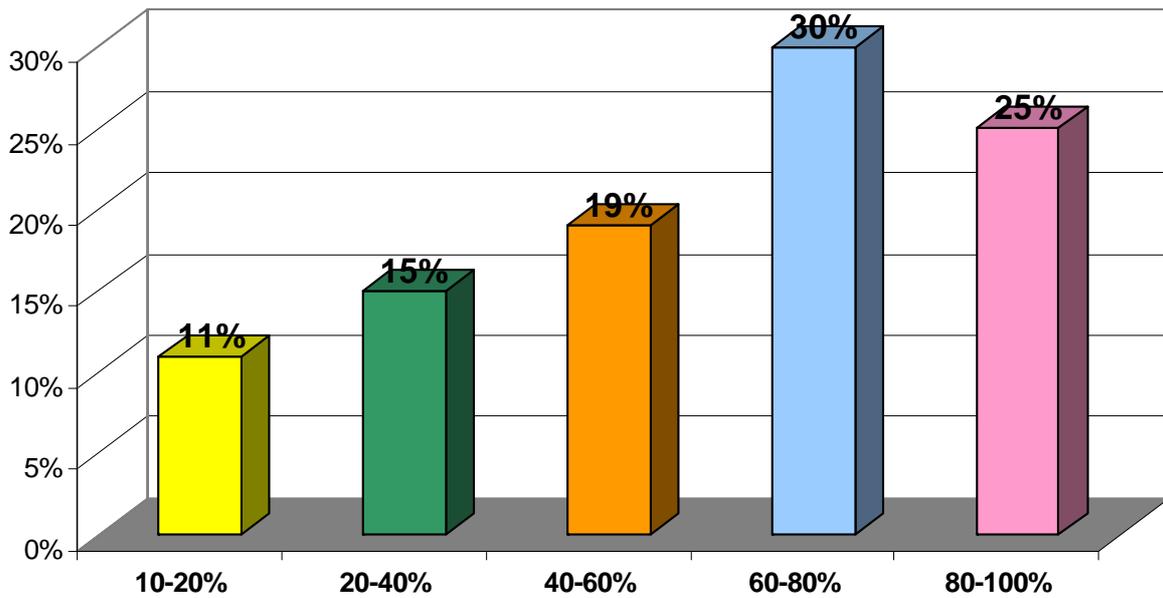


Figure 2. Percentage of heads/directors that express their personal feeling of what is the percentage of the more qualitative and the more efficiently provided services to the citizens or to their Public Service

The processing of questionnaires that were filled in by civil servants had the following results:

⇒ The **90.29 % of the civil servants** answered that have become more competent to their service and to the citizens as they use their skills that are acquired by their training through Regional Training Institute of Western Greece

| ANSWER | AMOUNT | PERCENTAGE |
|--------------|--------|------------|
| YES | 632 | 90,29% |
| NO | 36 | 5,14% |
| I DON'T KNOW | 32 | 4,57% |
| SUM | 700 | 100% |

FIGURE 3.

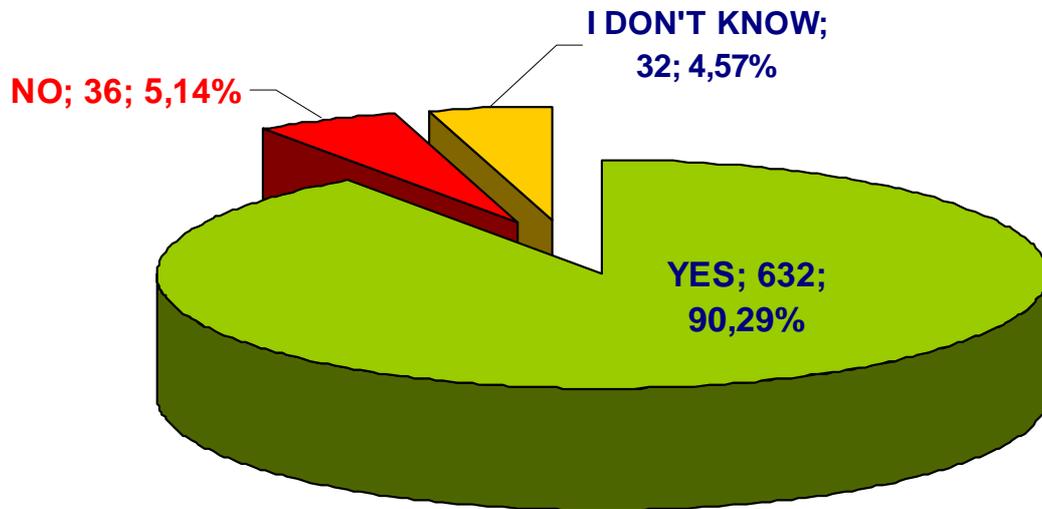


Figure 3. Percentage of employees that answered **YES, NO, I Don't know** in the question if they have become more competent to their Agency and to the citizens as they use their acquired skills by the training from Regional Institute of Western Greece

⇒ In the question, “**how they believe that they now are more efficient and qualitative**” they answered as follows:

They could answer more than one of the above choices

| Employee's Answers | percentage |
|---------------------------------------------------------------------------------------------------------------------------------------------|------------|
| Process their tasks faster | 73% |
| Their tasks have more quality than before | 73% |
| They are better Informed about service matters (laws, legislation..) in order to provide valid advice to the citizens and to other services | 34% |
| They organize better their service | 50% |
| They have more flexibility to service processes | 45% |
| They have better internal service communication or communication with other departments or services | 25% |
| They work in a modernized digital environment | 34% |

⇒ In the question, “What is the percentage that expresses the more qualitative and the more efficiently provided services to the citizens or to your Public Service personally” they answered as follows:

| Answer | Percentage of Employees |
|---------|-------------------------|
| 10-20% | 8% |
| 20-40% | 17% |
| 40-60% | 22% |
| 60-80% | 33% |
| 80-100% | 20% |

FIGURE 4.

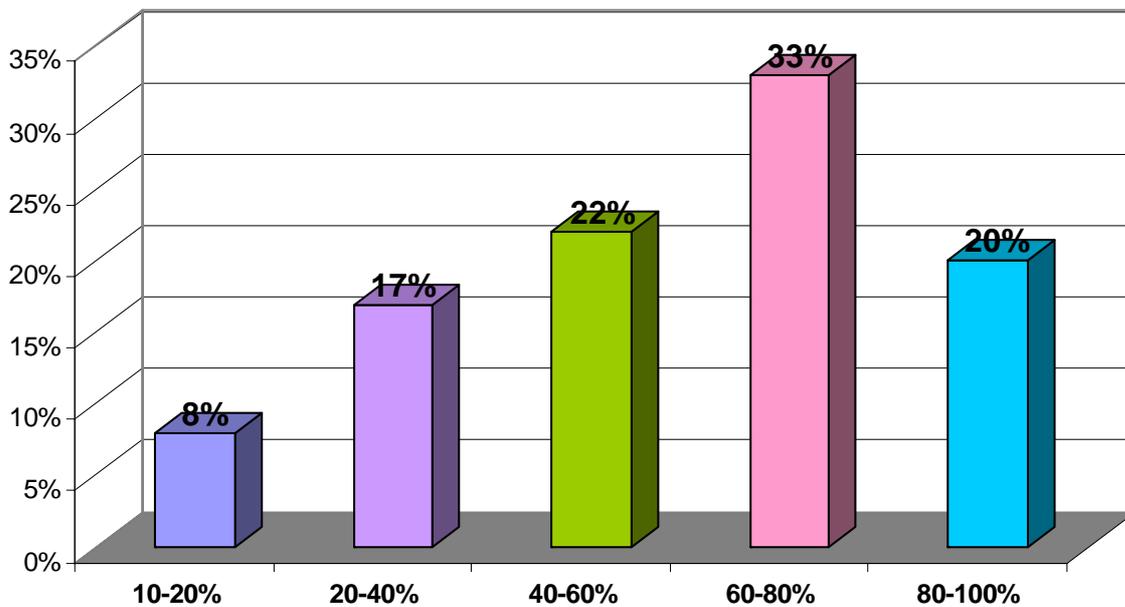


Figure 4. Percentage of employees that express their personal feeling of what is the percentage of the more qualitative and the more efficiently provided services to the citizens or to their Public Service

Conclusion

Through the creation of the Regional training Institutes network, E.K.D.D.A. has succeeded in decentralizing training and designing an integrated model of modern and effective human resource development system for Public Administration and local government, responding to the contemporary needs and expectations of the civil servants.

The applied model of civil servants training has proved to be really effective, enhancing the regional and local development.

The wider impact of this major project is obvious since a large group of qualified officials of Public and Local Administration has been formed, capable of contributing to the changing of mentality, improving the organizational policy and functioning more effectively to the rendering of better services to the citizens.

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