



AERTE Survey 2015

Answers

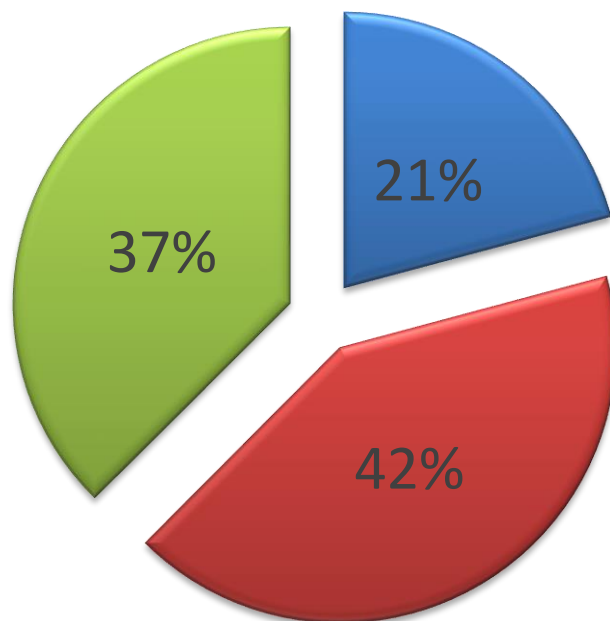
XXIInd European Days – May 2015

Who are the STRs ?

□ In your country, the STR is recruited by :

- professional selection ? 5
- political choice ? 10
- political choice, but on the basis of a professional selection ? 9

Dans votre pays, le recrutement des RTE se fait-il In your country, the STR is recruited by



■ par sélection professionnelle? / professional selection ?

■ par choix politique ? / political choice ?

■ par choix politique, mais sur la base d'une sélection professionnelle ? / political choice, but on the basis of a professional selection ?

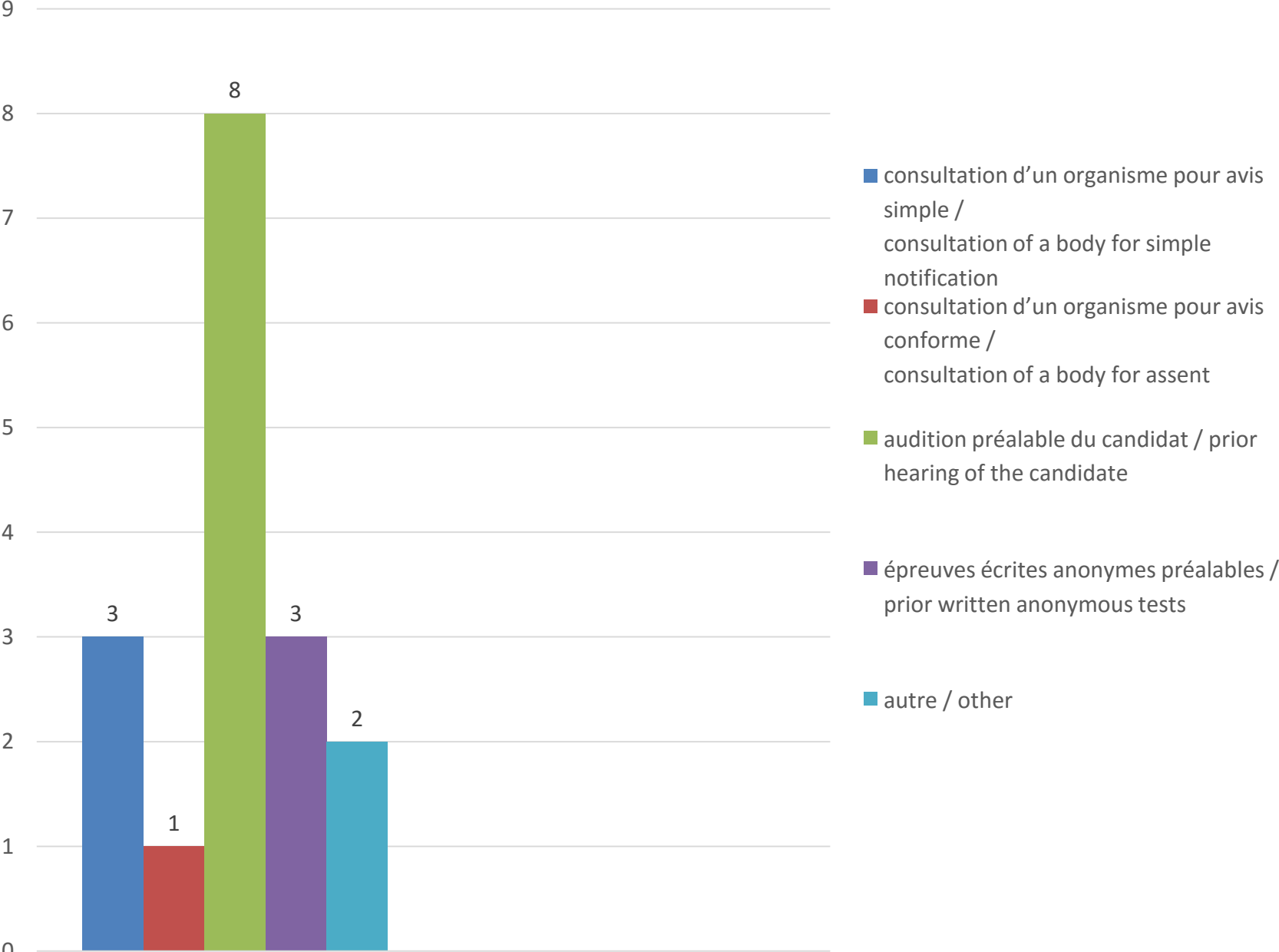
❑ Does the appointment of the STRs follow a formal procedure until the final decision ?

- Yes : 12
- No : 10

If so, what procedure ?

- consultation of a body :
 - for simple notification 3
 - for assent 1
- prior hearing of the candidate 8
- prior written anonymous tests 3
- other : 2

Si oui, quelle procédure / If so, what procedure ?

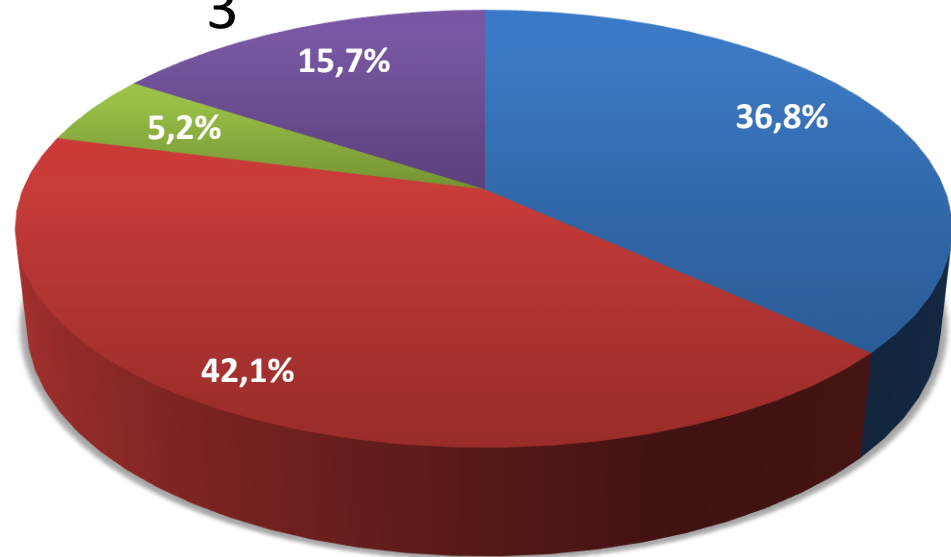


Who is involved in the procedure ?

- Administration : 7
- Government : 8
- Parliament : 1
- Local authorities: 3

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■ Administration / Administration

■ Le Gouvernement / Government

■ Le Parlement / Parliament

■ Les autorités locales / Local authorities

□ Who makes the final decision on appointment of a STR ?

- Government (or Head of State) : 18
- Administration : 1
- Political party: 1 (Bulgaria)
- Citizens : 1 (Fribourg)
- Jury : 1 (Morocco)

□ Conclusion I.

1. Les solutions typiques / Typical solutions (17):

1.1. Le gouvernement ou l'un de ses membres

The Government or one of its members (13):

Le gouvernement / The Government: (9) + Danemark, Grèce

Premier ministre / Prime Minister: (3)

Ministère de l'intérieur / Minister of interior: (1)

1.2. Gouvernement régional /Regional Government (4)

□ Conclusion I.

2. Les solutions atypiques / Atypical solutions (7):

2.1 Le chef de l'Etat / Head of the State (2) + Portugal

2.2 Autres / Others (5)

+ Croatie

Le chef de l'Office de l'Administration National

Head of county state office appointed by the central state administrative office

□ Conclusion II.

Le caractère de l'organe de nomination / Feature of the organ of appointment:

1. Nomination par un organe politique /

Appointment by an organ of political feature (19):

1.1. Nomination par un organe politique qui appartient à l'exécutif Appointment by a political organ of the executive

Gouvernement / The Government: (9)

Premier ministre / Prime Minister: (3)

Ministère de l'intérieur / Minister of interior: (1)

Gouvernement régional / Regional Government: (4)

Le chef de l'Etat / Head of the State: (2)

1.2. Nomination par un organe politique ad-hoc /

Appointment by an ad-hoc organ of political feature

Conseil exécutif des partis politiques (Bulgarie) / Executive Council of political parties

□ Conclusion II.

Le caractère de l'organe de nomination / Feature of the organ of appointment:

2. Nomination par un organe professionnel / Appointment by a professional organ

- Le Conseil d'Etat (Canton de Vaud) / State Council
- Jury du Concours (Maroc) - Jury
- Commission de Fonction Publique (Chypre) / Civil Service Commission

3. Nomination/élection direct / Direct appointment/election

- Les citoyens de Canton de Fribourg / Voters of Canton Fribourg

□ Is the recruitment accompanied by :

- a competency and vocational skills evaluation ? 10
- a basic training ? 7

□ Does one become STR :

- at the start of a professional career ? 2
- or later ? 13
- at any time ? 9

If later, what are the most common professional origins of the STRs ?

- political : 12
- public administrations : 17
- education : 3
- private professions : 6
- ...

□ What, in your country, is the ratio men-women among the STRs ? 74,25 %

What was this ratio ten years ago ?

83,30 %

Changement de la proportion / Change of rates	Augmentation de la proportion des femmes Rise of rate of women	Augmentation de la proportion des hommes Rise of rate of men	Proportion constante Rate not changed
Augmentation considérable Significant rise	+40 Suède (20/21) +30% Italie +25% Baden-Württemberg (Allemagne) +25 % Pologne (16) +? Bulgarie	-	Bavière (Allemagne) Flandres (Belgique) (3) Luxembourg (3) Norvège Roumanie Slovaquie Canton de Fribourg (Suisse) Turquie (37) Chypre (6)
Augmentation modérée Modest rise	+15 % Canton de Vaud (Suisse)	+ 8,3 5Pays-Bas (12)	
	+14 % Finlande (7)		
	+13,3 % Estonie (15)		
	+12 % Wallonie (Belgique)		
	+11,8 % France		
Augmentation maigre Law rise	+3,5 % Maroc	-	

Majorité des hommes et la direction du changement Majority of men and the direction of trends 17 pays/countries	Proportion équilibré et l'augmentation Consistent ratio and increase 6 pays/countries	Majorité des femmes et la direction du changement Majority of women and the direction of trends 1 pays/country
Bavière (Allemagne) 0	Baden-Württemberg (Allemagne) F+	Suède (20/21) F+
Flandres (Belgique)* 0	Italie F+	
Wallonie (Belgique) F+	Lituanie -	
Bulgarie F+	Norvège 0	
Luxembourg* 0	Canton de Vaud (Suisse) F+	
Maroc F+	Finlande F+ **	
Pays-Bas F+		
Pologne F+		
Roumanie 0		
Slovaquie 0		
Canton de Fribourg (Suisse) 0		
Turquie 0		
Chypre 0		
Espagne -		
Estonie F+		
France F+		
Hongrie -		

□ What are the qualities generally expected from a STR ?

Professional skills.

- Legal training : 9
- Control of administrative procedures
Public sector experience : 12
- Capacity of gestion and management : 11
- Communication skills
Written and oral expression : 5
- Capacity of crisis management : 3

Personal qualities.

- **Leadership**
Capacity of listening ,of advice, of persuasion : 23
Sense of human relations and communication
- **Autonomy**
Organizational skills : 8
- **Ethics** (neutrality, impartiality, equity): 7
- **Loyalty** (to the Government) : 8
- **Capacity of decision** : 5
- **Other** qualities mentioned more than once :
Spirit of synthesis and analysis
Availability,
Stress resistance

What status ? What career ?

□ In your country, is the STR under a status defined by legislation ?

■ Yes : 23

■ No : 1

Is the STR a civil servant ?

■ Yes : 17

■ No : 7

□ Are the STRs revocable or irremovable ?

- revocable : 18

Are they appointed for a fix period ?

- Yes : 11
- No : 9

If so, which ?

- 4 years : 2
- 5 years : 6
- 6 years : 3

❑ If they are revocable, is it at any time or following precise conditions ?

Which ?

- at any time : 9
- following precise conditions : 7
- according to the common law of the public service : 2

If they are revocable, is it customary to ensure their rehabilitation ?

- Yes : 9
- No : 11

□ Do the STRs have the right to unionize ?

- Yes : 12
- No : 9

If so, do they generally ?

- Yes : 2 (Cyprus – Italy)
- No : 10

□ In case of governmental change in your country, is the practice to change :

- all the STRs ? 4
- part of them ? 4
- little ? 1
- none ? 13

how quickly :

- at the change of government ? 4
- during the following year ? 4
- progressively ? 1

□ With the experience, what is the average duration of the STRs office in the same geographic district ?

6 to 8 years

In your country, can one remain STR while changing of geographic district ?

■ Yes : 13

■ No : 11

□ In your country, are there different grades of STRs ?

- Yes : 7
- No : 16

Is it possible to make a career as STR ?

- Yes : 6
- No : 17

If so : by moving up rank ? 4

by taking a more important geographic district ? 4

Can the STRs keep their rank and be employed in other public services ?

■ Yes : 4

■ No : 19

Can the office of STR be associated with a uniform (even worn in rare circumstances) ?

■ Yes : 4

■ No : 20

☐ Are you subject to evaluation ?

- Yes : 13
- No : 10

If so, how ? by whom ?

- administrative : 11
- politic : 3
- citizen (Fribourg) : 1

□ What is, in your country, the retirement age for a STR ?

65,5 years (1) (2)

Do the functions of STR give pension rights ?

- No : 1
- Yes : 22
- No but depart rights : 1

(1) with possibility of continuing later in several countries.

(2) In Fribourg after 15 years in function

What training ?

□ Do you think that, in practice, the STRs are mostly trained through experience ?

■ Yes : 20

■ Not sure : 2

■ No : 1

**□ Which is the most usual initial training for the STRs
(when they were students) ?**

- law : 16
- political science : 9
- economics : 11
- very varied: 7

□ Is there one (or several) training institution playing traditionally an important role in the STRs training (initial or continuing) ?

▪ Yes : 6

▪ No : 18

If so, which ?

SNA (Italy)

NUP (Hungary)

ENA/CHEMI (France)

Public Service Academy (Cyprus)

Royal Institute of Territorial Administration (Morocco)

□ In your country, do the STRs have access to training ?

- Yes : 20

If so, are they mandatory or optional ?

- Mandatory : 2 (Finland, Turkey)
- Optional : 20

❑ In which areas do they have the possibility of training ?

- As the rest of the Public Service : 4
- Specific training for the STR : 6
- All areas : 9

Are there training areas that you would need, but to which you may not have access ?

■ Yes : 6

■ No : 18

□ Are the trainings to which you have access normally ensured by :

- public administrations ? 18
- public training institutions ? 18
- private organisations ? 11

□ In the following areas, are trainings regularly organised for the STRs ?

- No : 8
- foreign languages : 5
- information and communication technologies : 5
- media training (audio-visual media; social networks) : 4
- negotiation : 4
- change management : 4
- European regulation : 5
- law : 7

❑ Are you satisfied with the training offer to which you have access ?

■ Yes : 14

■ No : 8

If not, why ?

- too, far ?
- too expensive ? 1
- too rarely proposed ? 6
- unavailable training ? 2
- ... ?

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What living and working conditions ?

□ Is the STR's compensation situated in the upper slice of the public officials ?

■ Yes : 20

■ No : 2

□ If they receive a compensation , is it of a comparable level with that they would receive in the private sector with equal responsibility :

- superior to the private sector ? 0
- at the same level ? 5
- less than in the private sector ? 18

❑ Do the STRs dispose of entertainment expenses ?

- No : 8
- Yes : 16

If so, are they

- free of use ? 3
- regulated ? 14

❑ Do they dispose of official accommodation ?

- No : 14
- Yes : 10

If so, is it :

- A private accommodation ? 7
- An official residence for receptions and events ? 7

□ Is there a national legislation that checks if the STR respects the ethical rules from the beginning to the end of his office :

■ No : 3

■ oath ? 13

■ declaration of interest ? 8

■ personal statement of assets ? 12

■ family declaration of assets ? 4

□ What obligations are imposed upon them ?

■ reserve duty	
during the function	15
after the function	9
■ confidentiality agreement	15
■ residency obligation	10
■ constant availability	18
■ impartiality	20
■ other	1 (loyalty)

□ Can the STRs be absent without authorisation :

- from their geographic district ? Yes : 16
- from their country ? Yes : 9 (among which 2 after information of the hierarchy).

□ What is the annual amount of vacations ?

33 days (in theory...)

- ❑ **Does the STR exercise his office alone (with a secretariat) or does he have a team of personal counsellors ?**

Team (variable size) : 22

□ What is the average number of the close team (cabinet) which he disposes of :

- total number of his immediate office ? 11 (few having a real assistant)
- including how many managers ? 2

□ **How many direct subordinates (n-1) does he have ? 16**

- including how many heads of service ? 5

(answers not significant enough)

□ Do you manage directly specific credits (functioning or / and investments) :

- for the organization of your services ? No : 10 Yes : 12
- for the maintenance of your premises ? No : 10 Yes : 12
- for the maintenance of your official residence ? No : 1 Yes : 7

If so, is this management controlled ? Yes : 7

- By whom ?**
- Administrative services : 13
 - Court of Auditors: 3

Are your functions only representational ?

No : 23

□ Is the office of STR in your country :

- little stressful ? 2
- rather stressful ? 13
- very stressful ? 8

Is the tress taken into account in your professional framework ?

Yes : 7

No : 17

□ Can the STRs benefit from support in certain circumstances ?

Yes : 7

No : 15

from coaching ?

Yes : 7

No : 17

Is there a human resources policy for the STRs ?

Yes : 8

No : 16

Reforms, means and contribution to public investment

(Questions prepared by the OECD)

□ **Has your country recently launched – or is going to launch – significant institutional and financial reforms ?**

- Yes, mainly through the recentralisation of several responsibilities and budgets : 3
- Yes, mainly through the decentralisation of several responsibilities and budgets : 5
- Yes, through processes of both decentralisation and recentralisation and financial reallocation : 10
- No, no reform of this type : 6

If the answer is NO, could you indicate if such institutional and financial reforms are considered within the next 5 years ?

Yes : 5 No : 5 NSP : others

If the answer is YES, could you specify if the institutional/financial reforms have a direct impact on the tasks of the territorial state representatives ?

Yes : 15

□ Has your country recently launched – or is going to launch – significant territorial reforms (redrawing of sub national administrative boundaries) ?

- Yes, specify : 10 (territorial reform, except 1 : health system)
- No : 14

If the answer is NO, could you indicate if such territorial reforms are considered within the next 5 years ?

- Specify : on the way : 5
professionalisation of prefects (Romania)
reduction of the number of districts (Fribourg)

If the answer is YES, could you specify if the territorial reforms have a direct impact on the scope of action (geographical boundaries) of the territorial state representatives ?

- Yes : 8

□ Have the territorial state officials been involved/associated in the preparation of these institutional, financial and/or territorial reforms ?

- Yes, closely ; Specify where and in what form : 8 (committees)
- Yes, but not closely : 8
- No : 6

□ Has your country recently launched – or is going to launch – reforms touching deconcentrated public services and organisation ?

- Yes : 6
- No : 17

□ Are State Territorial Representatives functions ?

- generally reinforced : 6
- generally weakened : 6
- threatened on the long run : 1
- not evolving in one way or another : 11

□ How do budgets allocated to the activities of State Territorial Representatives evolve ?

- decrease, like public budget in general : 14
- decrease, specifically for State territorial services : 3
- increase, like public budget in general : 1
- increase, specifically for State territorial services : 1
- remain stable : 5

□ Do State Territorial Representatives play a role in the design/implementation of national programmes of public investment (including infrastructure development) ?

- Yes, absolutely. This is one of their core functions : 3
- Yes, but this is one role among others : 11
- Not particularly : 6
- Not at all. They do not play any role in this field : 3

□ If yes, can you precise their role concerning their interaction with sub-national governments for the design/implementation of national programmes of public investment ?

- Regulatory control on the conformity of local investment projects :
Ex-ante ? 6 Ex-post ? 8
- Financial control on sub-national governments :
Ex-ante ? 6 Ex-post ? 8
- Advisory role ? 7
- Provider of information on national (or international) programmes of public investment ? 7
- Support for evaluation of projects :
Ex-ante ? 1 Ex-post ? 1
- Coordination with a variety of stakeholders (sub-national governments, other public actors, private actors, private operators, citizens, etc.) ? 12