



AERTE Survey 2015

Answers

XXIInd European Days – May 2015

Answers : 24

Belgium – Flanders

Belgium – Wallonia

Bulgaria

Cyprus

Estonia

Finland

France

Germany – Bavaria

Germany – Baden-Württemberg

Hungary

Italy

Lithuania

Luxembourg

Morocco

Norway

Poland

Romania

Slovakia

Spain

Sweden

Switzerland – Vaud

Switzerland – Fribourg

The Netherlands

Turkey

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

❑ 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

Who is involved in the procedure ?

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

□ 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)

□ 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 %

□ 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
- ... ?

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